

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

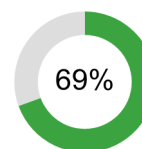
	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
Leadership and managing change		50%	0	+7 ✧	-2 ✧
My work		80%	0	+5 ✧	+2 ✧
My manager		71%	0	+3 ✧	0
Learning and development		60%	+7 ✧	+9 ✧	+4 ✧
Pay and benefits		37%	+1	+6 ✧	-1
Resources and workload		74%	0	+1	-3 ✧
Organisational objectives and purpose		86%	-4 ✧	+4 ✧	-1 ✧
My team		81%	+1 ✧	+1 ✧	-2 ✧
Inclusion and fair treatment		78%	0	+2 ✧	-1 ✧

 Strength of association with engagement

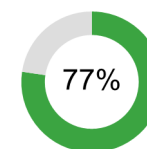
✧ Statistically significant difference from comparison

Wellbeing

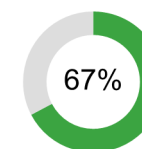
 % responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



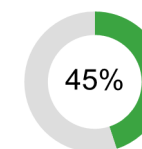
W01. Overall, how satisfied are you with your life nowadays?



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



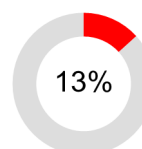
W03. Overall, how happy did you feel yesterday?



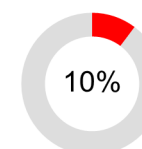
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

 % responding Yes

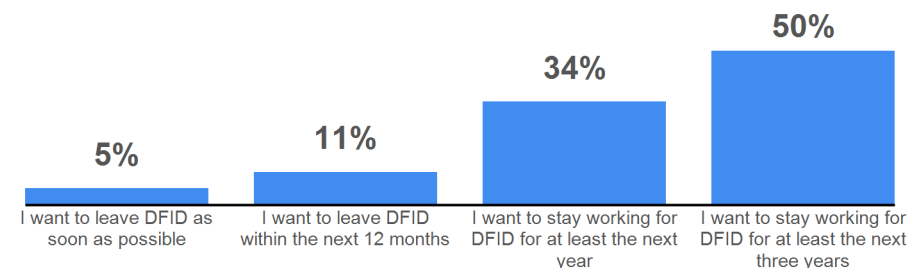


During the past 12 months have you personally experienced discrimination at work?



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% 0

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	54	40				95%	0	+5 ◆	+3 ◆
B02 I am sufficiently challenged by my work	41	44	7	6		85%	+1	+5 ◆	+2 ◆
B03 My work gives me a sense of personal accomplishment	33	49	11	6		81%	+1 ◆	+6 ◆	+2 ◆
B04 I feel involved in the decisions that affect my work	18	45	19	14	5	63%	+1	+6 ◆	+1 ◆
B05 I have a choice in deciding how I do my work	28	49	13	7		77%	-1 ◆	+3 ◆	-2 ◆

Organisational objectives and purpose

86% -4

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 DFID's purpose	39	49	8			88%	-4 ◆	+2 ◆	-3 ◆
B07 I have a clear understanding of DFID's objectives	35	50	9	5		85%	-5 ◆	+5 ◆	0
B08 I understand how my work contributes to DFID's objectives	37	50	9			87%	-3 ◆	+4 ◆	0

All questions by theme

♦ indicates statistically significant difference from comparison
 ^ 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 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	28	45	14	9	5	73%	0	+4 ♦	0
B10	My manager is considerate of my life outside work	42	41	10	5	5	83%	-1 ♦	0	-3 ♦
B11	My manager is open to my ideas	41	43	10	5	5	83%	+1	+3 ♦	-1 ♦
B12	My manager helps me to understand how I contribute to DFID's objectives	24	45	21	7	7	69%	+2 ♦	+4 ♦	0
B13	Overall, I have confidence in the decisions made by my manager	29	44	15	7	7	73%	0	0	-5 ♦
B14	My manager recognises when I have done my job well	34	48	11	5	5	82%	+1	+3 ♦	0
B15	I receive regular feedback on my performance	22	47	16	13	5	68%	0	+2 ♦	-1 ♦
B16	The feedback I receive helps me to improve my performance	23	45	19	9	5	68%	0	+6 ♦	+2 ♦
B17	I think that my performance is evaluated fairly	20	45	20	10	5	65%	-1	+2 ♦	-3 ♦
B18	Poor performance is dealt with effectively in my team	11	32	36	14	7	43%	0	+4 ♦	0

My team

81% +1

Difference from previous survey



Strength of association with engagement



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	33	49	11	5	5	83%	0	-2 ♦	-4 ♦
B20	The people in my team work together to find ways to improve the service we provide	31	51	11	5	5	83%	+2 ♦	+1 ♦	-2 ♦
B21	The people in my team are encouraged to come up with new and better ways of doing things	30	47	15	6	6	77%	+1	+3 ♦	-2 ♦



All questions by theme

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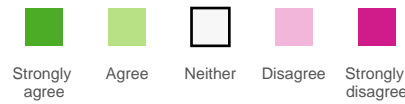
Learning and development

60% +7

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	14	47	22	13	6	61%	+12 ◆	0	-7 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	43	27	10	3	60%	+6 ◆	+10 ◆	+3 ◆
B24	There are opportunities for me to develop my career in DFID	16	41	21	14	7	57%	+7 ◆	+15 ◆	+6 ◆
B25	Learning and development activities I have completed while working for DFID are helping me to develop my career	16	44	26	10	4	60%	+5 ◆	+16 ◆	+8 ◆

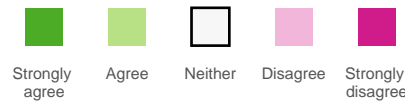
Inclusion and fair treatment

78% 0

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	29	51	11	6	3	80%	-1 ◆	+1 ◆	-2 ◆
B27	I am treated with respect by the people I work with	34	53	8	3	2	87%	0	+2 ◆	-1 ◆
B28	I feel valued for the work I do	25	47	15	9	2	72%	+1 ◆	+7 ◆	+2 ◆
B29	I think that DFID respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	48	15	8	1	74%	0	0	-4 ◆



All questions by theme

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Resources and workload **74%** **0**

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	24	58	11	7		82%	-1 ◆	-1 ◆	-5 ◆
B31 I get the information I need to do my job well	17	56	16	9		74%	0	+5 ◆	-1 ◆
B32 I have clear work objectives	24	58	11	5		82%	-1	+7 ◆	+2 ◆
B33 I have the skills I need to do my job effectively	29	61	8			90%	0	+1 ◆	-1 ◆
B34 I have the tools I need to do my job effectively	19	56	14	9		75%	+4 ◆	+5 ◆	0
B35 I have an acceptable workload	9	44	19	20	8	53%	-1 ◆	-5 ◆	-12 ◆
B36 I achieve a good balance between my work life and my private life	14	47	17	16	6	62%	0	-5 ◆	-10 ◆

Pay and benefits **37%** **+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	6	33	20	26	15	39%	+2 ◆	+7 ◆	0
B38 I am satisfied with the total benefits package	6	33	20	26	15	39%	0	+5 ◆	-2 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	27	20	27	19	33%	+1	+6 ◆	-1 ◆

All questions by theme

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

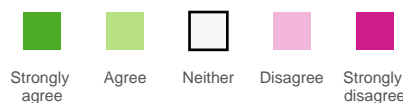
Leadership and managing change

50% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from 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 DFID as a whole is managed well	8	50	23	15	4	58%	0	+11 ♦	0
B41	Senior managers in DFID are sufficiently visible	13	53	19	12	5	66%	0	+11 ♦	0
B42	I believe the actions of senior managers are consistent with DFID's values	9	48	27	11	5	58%	+2 ♦	+9 ♦	0
B43	I believe that the Executive Management Committee has a clear vision for the future of DFID	8	41	33	13	5	49%	-5 ♦	+6 ♦	-5 ♦
B44	Overall, I have confidence in the decisions made by DFID's senior managers	8	44	30	12	5	52%	+1 ♦	+8 ♦	-2 ♦
B45	I feel that change is managed well in DFID		34	31	23	8	38%	+2 ♦	+9 ♦	-3 ♦
B46	When changes are made in DFID they are usually for the better		25	43	22	6	29%	0	-1	-9 ♦
B47	DFID keeps me informed about matters that affect me	9	55	21	12	3	64%	0	+8 ♦	-1
B48	I have the opportunity to contribute my views before decisions are made that affect me	7	37	29	21	6	44%	-1 ♦	+6 ♦	-4 ♦
B49	I think it is safe to challenge the way things are done in DFID	7	37	27	19	10	44%	+1 ♦	+1	-5 ♦

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 DFID	34	48	13			83%	-1	+24 ♦	+16 ♦
B51 I would recommend DFID as a great place to work	24	44	22	8		68%	+1	+17 ♦	+7 ♦
B52 I feel a strong personal attachment to DFID	26	42	21	9		69%	+1 ♦	+21 ♦	+13 ♦
B53 DFID inspires me to do the best in my job	21	43	25	9		64%	0	+18 ♦	+11 ♦
B54 DFID motivates me to help it achieve its objectives	19	42	26	11		61%	-1	+17 ♦	+10 ♦

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 in DFID will take action on the results from this survey	11	46	25	12	5	57%	+2 ♦	+11 ♦	+3 ♦
B56 I believe that managers where I work will take action on the results from this survey	21	47	18	9		68%	+3 ♦	+13 ♦	+4 ♦
B57 Where I work, I think effective action has been taken on the results of the last survey	16	34	33	12	5	50%	+2 ♦	+15 ♦	+9 ♦

All questions by theme

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 ^ 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 CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	31	55	8			86%	-1 ♦	-2 ♦	-4 ♦
B59 I believe I would be supported if I try a new idea, even if it may not work	19	49	19	11		68%	+1 ♦	-1 ♦	-6 ♦
B60 When I talk about DFID I say "we" rather than "they"	35	52	8			87%	+3 ♦	+16 ♦	+9 ♦
B61 I have some really good friendships at work	33	50	13			83%	+4 ♦	+7 ♦	+3 ♦

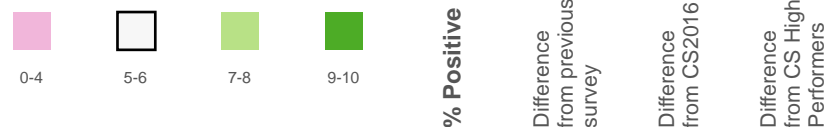
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior managers in DFID actively role model the behaviours set out in the Civil Service Leadership Statement	10	47	31	9		57%	+8 ♦	+13 ♦	+7 ♦
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	47	22	7		67%	+3 ♦	+6 ♦	0

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?	9	21	55	15	69%	+2 ♦	+3 ♦	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	5	17	53	24	77%	+1 ♦	+6 ♦	+3 ♦
W03 Overall, how happy did you feel yesterday?	12	21	47	20	67%	+1 ♦	+4 ♦	+1 ♦

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?	15	30	23	32	45%	-1 ♦	-5 ♦	-8 ♦
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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 CS2016	Difference from CS High Performers
I want to leave DFID as soon as possible		5%	0	-3 ◇ -5 ◇
I want to leave DFID within the next 12 months		11%	-1	-4 ◇ -8 ◇
I want to stay working for DFID for at least the next year		34%	-1	+2 ◇ -5 ◇
I want to stay working for DFID for at least the next three years		50%	+1	+7 ◇ -1 ◇

The Civil Service Code

Differences are based on '% Yes' score

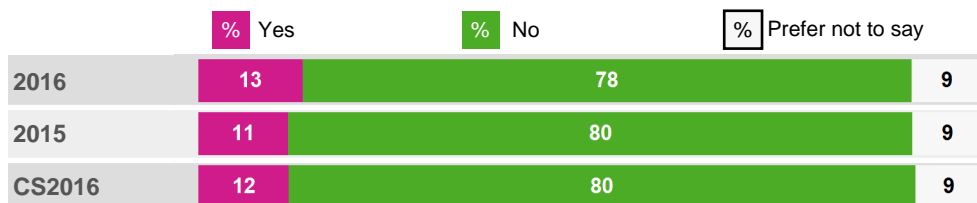
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		6	94%	+1 ◇	+3 ◇	-1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		24	76%	+4 ◇	+9 ◇	+1 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DFID it would be investigated properly?		24	76%	+2 ◇	+8 ◇	+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

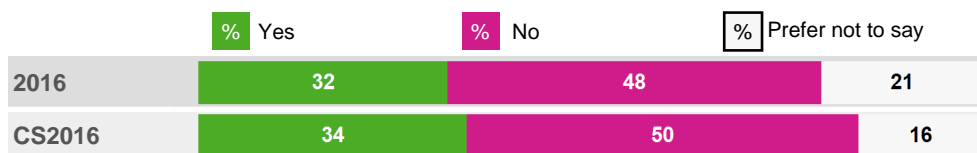
E01. During the past 12 months, have you personally experienced discrimination at work?



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	67
Caring responsibilities	28
Disability	12
Ethnic background	38
Gender	46
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	122
Main spoken/written language or language ability	22
Religion or belief	--
Sexual orientation	--
Social or educational background	39
Working location	31
Working pattern	50
Any other grounds	69
Prefer not to say	36

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	79
Your manager	71
Another manager in my part of DFID	65
Someone you manage	13
Someone who works for another part of DFID	27
A member of the public	--
Someone else	--
Prefer not to say	37

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	13	40	16	22	10	53%	+4 ♦
F02	I would be confident to report harassment or bullying in the area where I work	24	50	14	9		74%	0
F03	Senior managers in the area where I work address health and safety issues	16	48	26	7		64%	-1
F04	Staff from DFID and other UK government departments work as 'One Team'	10	35	32	18	5	45%	+4 ♦

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.