

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		51%	+3 ✧	+8 ✧	-1 ✧
My work		80%	-5 ✧	+6 ✧	+2 ✧
My manager		65%	-5 ✧	-3 ✧	-6 ✧
Learning and development		52%	-7 ✧	+1 ✧	-4 ✧
Resources and workload		74%	-3 ✧	+1	-2 ✧
Pay and benefits		22%	-2 ✧	-9 ✧	-15 ✧
Organisational objectives and purpose		79%	-4 ✧	-4 ✧	-9 ✧
My team		80%	-4 ✧	+1	-3 ✧
Inclusion and fair treatment		73%	-6 ✧	-3 ✧	-7 ✧



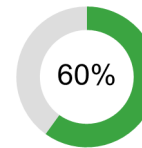
Strength of association with engagement



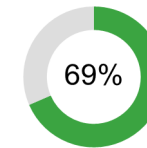
Statistically significant difference from comparison

Wellbeing

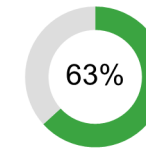
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



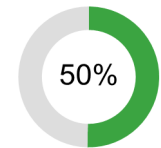
W01. Overall, how satisfied are you with your life nowadays?



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



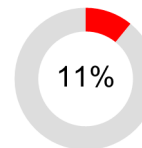
W03. Overall, how happy did you feel yesterday?



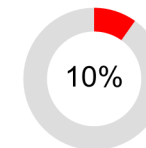
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

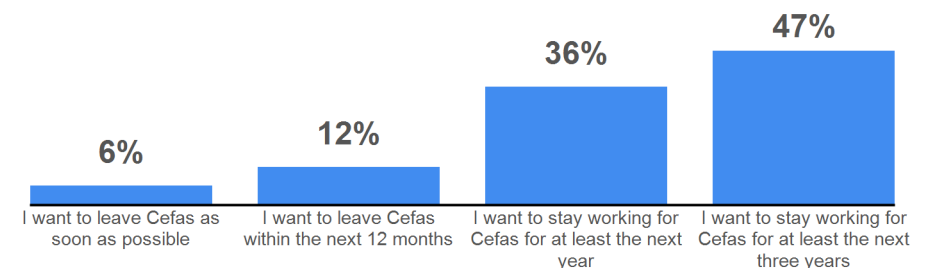


During the past 12 months have you personally experienced discrimination at work?



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% -5

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	46	45	6			91%	-4 ◆	+1 ◆	-1
B02 I am sufficiently challenged by my work	39	45	10			84%	-5 ◆	+4 ◆	+1 ◆
B03 My work gives me a sense of personal accomplishment	30	50	12	6		81%	-6 ◆	+5 ◆	+2 ◆
B04 I feel involved in the decisions that affect my work	15	50	17	14		64%	-4 ◆	+8 ◆	+3 ◆
B05 I have a choice in deciding how I do my work	26	56	12	5		82%	-5 ◆	+8 ◆	+4 ◆

Organisational objectives and purpose

79% -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 Cefas' purpose	21	59	13	6		80%	-3 ◆	-6 ◆	-10 ◆
B07 I have a clear understanding of Cefas' objectives	19	57	17	7		76%	-5 ◆	-4 ◆	-9 ◆
B08 I understand how my work contributes to Cefas' objectives	22	58	14			80%	-4 ◆	-3 ◆	-7 ◆

All questions by theme

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

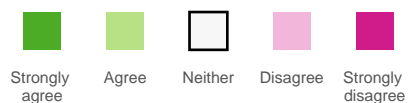
My manager

65% -5

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	21	42	22	10	6	63%	-6 ◆	-6 ◆	-10 ◆
B10	My manager is considerate of my life outside work	37	43	14	6	0	80%	-6 ◆	-2 ◆	-5 ◆
B11	My manager is open to my ideas	32	46	16	6	0	78%	-6 ◆	-3 ◆	-6 ◆
B12	My manager helps me to understand how I contribute to Cefas' objectives	18	43	27	9	3	61%	-3 ◆	-4 ◆	-8 ◆
B13	Overall, I have confidence in the decisions made by my manager	26	43	19	7	5	68%	-4 ◆	-5 ◆	-10 ◆
B14	My manager recognises when I have done my job well	29	44	15	8	4	73%	-6 ◆	-5 ◆	-8 ◆
B15	I receive regular feedback on my performance	20	42	19	12	6	63%	-5 ◆	-4 ◆	-7 ◆
B16	The feedback I receive helps me to improve my performance	18	41	25	11	5	59%	-4 ◆	-4 ◆	-8 ◆
B17	I think that my performance is evaluated fairly	18	45	17	13	7	63%	-4 ◆	0	-5 ◆
B18	Poor performance is dealt with effectively in my team	11	31	37	12	10	41%	-3 ◆	+2 ◆	-1 ◆

My team

80% -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	33	48	12	7	0	81%	-4 ◆	-3 ◆	-6 ◆
B20	The people in my team work together to find ways to improve the service we provide	32	51	12	7	0	82%	-3 ◆	+1	-2 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	29	48	17	6	0	77%	-4 ◆	+3 ◆	-1 ◆

All questions by theme

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

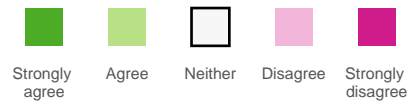
Learning and development

52% -7

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from 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	46	27	11	2	60%	-11 ◆	-1	-8 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	36	35	13	4	48%	-4 ◆	-3 ◆	-9 ◆
B24	There are opportunities for me to develop my career in Cefas	14	34	23	15	14	48%	-7 ◆	+5 ◆	-4 ◆
B25	Learning and development activities I have completed while working for Cefas are helping me to develop my career	12	40	25	13	10	52%	-6 ◆	+8 ◆	+1

Inclusion and fair treatment

73% -6

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	26	46	15	10	2	73%	-5 ◆	-6 ◆	-10 ◆
B27	I am treated with respect by the people I work with	32	50	11	5	2	82%	-5 ◆	-2 ◆	-5 ◆
B28	I feel valued for the work I do	19	41	17	12	10	61%	-8 ◆	-4 ◆	-9 ◆
B29	I think that Cefas respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	31	44	16	7	2	75%	-5 ◆	+1	-3 ◆

All questions by theme

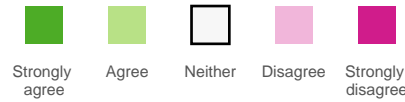
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Resources and workload **74%** -3

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	57	12	6	6	81%	-3 ◆	-1 ◆	-5 ◆
B31 I get the information I need to do my job well	18	58	16	7	7	76%	0	+7 ◆	+2 ◆
B32 I have clear work objectives	20	53	16	8	7	73%	-6 ◆	-2 ◆	-6 ◆
B33 I have the skills I need to do my job effectively	27	66	7	0	0	92%	+1	+3 ◆	+1 ◆
B34 I have the tools I need to do my job effectively	22	58	14	0	0	80%	-1	+10 ◆	+5 ◆
B35 I have an acceptable workload	11	45	20	18	6	56%	-4 ◆	-3 ◆	-9 ◆
B36 I achieve a good balance between my work life and my private life	17	45	18	14	6	62%	-6 ◆	-5 ◆	-10 ◆

Pay and benefits

22% -2

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	5	17	19	27	33	22%	0	-10 ◆	-17 ◆
B38 I am satisfied with the total benefits package	6	24	25	25	20	30%	-4 ◆	-3 ◆	-10 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	10	19	26	40	5	15%	-2 ◆	-12 ◆	-20 ◆

All questions by theme

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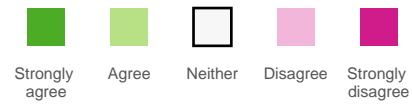
Leadership and managing change

51% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that Cefas as a whole is managed well	9	45	27	13	5	54%	-1	+7 ◆	-4 ◆
B41	The Senior Management Team in Cefas are sufficiently visible	11	46	21	15	7	57%	+4 ◆	+2 ◆	-9 ◆
B42	I believe the actions of the Senior Management Team are consistent with Cefas' values	10	41	36	8	5	51%	-2	+2 ◆	-7 ◆
B43	I believe that Cefas Management Board have a clear vision for the future of Cefas	14	47	25	9	5	61%	+9 ◆	+18 ◆	+7 ◆
B44	Overall, I have confidence in the decisions made by Cefas' Senior Management Team	10	40	33	10	6	50%	+2 ◆	+6 ◆	-4 ◆
B45	I feel that change is managed well in Cefas	6	35	31	20	8	41%	+5 ◆	+11 ◆	0
B46	When changes are made in Cefas they are usually for the better	5	30	41	18	6	35%	+4 ◆	+5 ◆	-4 ◆
B47	Cefas keeps me informed about matters that affect me	9	54	24	9	5	63%	+1	+7 ◆	-1 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	8	41	30	16	6	49%	+6 ◆	+11 ◆	+2 ◆
B49	I think it is safe to challenge the way things are done in Cefas	8	40	28	14	9	48%	-3 ◆	+5 ◆	-1

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 Cefas	23	46	23	6	6	69%	0	+10 ◆	+3 ◆
B51 I would recommend Cefas as a great place to work	17	40	28	10	5	57%	+1	+6 ◆	-4 ◆
B52 I feel a strong personal attachment to Cefas	18	36	30	11	6	54%	-3 ◆	+7 ◆	-1 ◆
B53 Cefas inspires me to do the best in my job	13	38	32	12	6	50%	0	+4 ◆	-3 ◆
B54 Cefas motivates me to help it achieve its objectives	11	37	31	12	9	48%	+2	+5 ◆	-2 ◆

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 the Senior Management Team in Cefas will take action on the results from this survey	9	37	26	17	11	46%	-3 ◆	0	-8 ◆
B56 I believe that managers where I work will take action on the results from this survey	10	42	25	13	10	52%	-5 ◆	-4 ◆	-13 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	5	27	40	17	12	31%	-3 ◆	-3 ◆	-10 ◆

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 CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	34	57	6			91%	-3 ◆	+3 ◆	+1 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	21	52	17	8		73%	-4 ◆	+4 ◆	-1
B60 When I talk about Cefas I say "we" rather than "they"	24	48	21	6		72%	-3 ◆	0	-7 ◆
B61 I have some really good friendships at work	32	48	16			80%	-3 ◆	+4 ◆	0

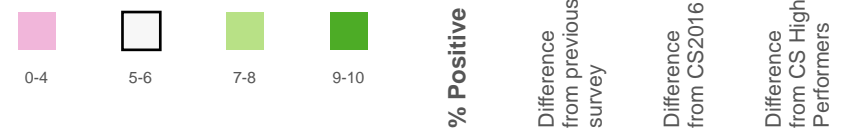
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 The Senior Management Team in Cefas actively role model the behaviours set out in the Civil Service Leadership Statement	8	41	40	7		49%	+10 ◆	+5 ◆	0
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	15	44	30	9		58%	+4 ◆	-3 ◆	-9 ◆

All questions by theme

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 ^ 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.

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?	15	25	47	13	60%	-7 ◆	-6 ◆	-9 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	20	50	18	69%	-3 ◆	-3 ◆	-5 ◆
W03 Overall, how happy did you feel yesterday?	14	23	44	19	63%	+1	0	-3 ◆

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



Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	20	31	20	30	50%	-1	0	-3 ◆

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 Cefas?

		Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave Cefas as soon as possible		+1	-2	-5
I want to leave Cefas within the next 12 months		-1	-3 ◆	-7 ◆
I want to stay working for Cefas for at least the next year		+1	+4 ◆	-3 ◆
I want to stay working for Cefas for at least the next three years		-1	+3 ◆	-5 ◆

The Civil Service Code

Differences are based on '% Yes' score

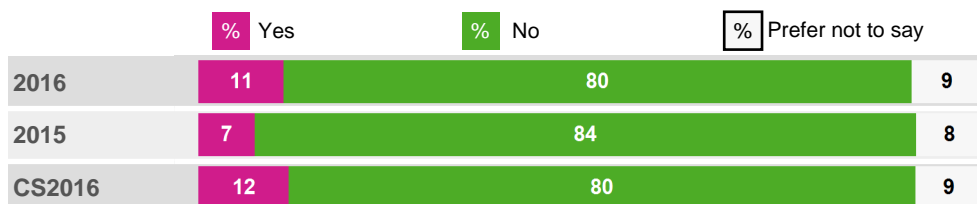
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		5	95%	+1 ◆	+4 ◆	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		29	71%	+3 ◆	+4 ◆	-3 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in Cefas it would be investigated properly?		25	75%	0	+8 ◆	0

All questions by theme

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

Discrimination, harassment and bullying

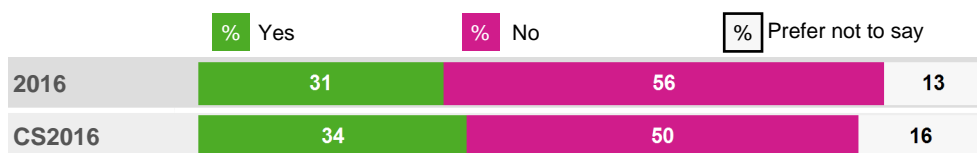
E01. During the past 12 months, have you personally experienced discrimination at work?



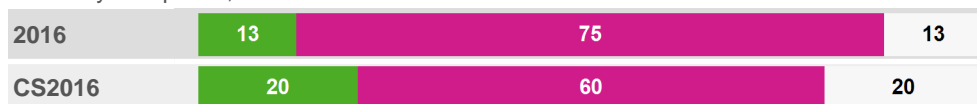
E03. During the past 12 months, have you personally experienced bullying or harassment at work?



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	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	27
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	12
Any other grounds	13
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)

	Response Count
A colleague	17
Your manager	13
Another manager in my part of Cefas	12
Someone you manage	--
Someone who works for another part of Cefas	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

Centre for Environment, Fisheries & Aquaculture Science questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I understand the need for change across the Defra group	16	59	20			75%	--
F02 I understand how the changes we are making across the Defra group will make things simpler for our customers	7	27	42	19	5	34%	--
F03 I can see examples of the Defra Group working together	7	38	36	15		45%	--
F04 My leaders actively engage with me on changes that will make a difference to the way I work	9	45	30	12		54%	--
F05 I feel heard when I make suggestions about things that will make a difference to the way I work	8	42	35	10	5	50%	--
F06 I believe my organisation cares about my wellbeing	13	44	25	10	8	57%	--

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.