



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

71%

Difference from previous survey 0

Difference from CS2017 +9 ✧

Difference from CS High Performers +6 ✧

## My work

80%

Difference from previous survey 0

Difference from CS2017 +4 ✧

Difference from CS High Performers +1 ✧

## Organisational objectives and purpose

87%

Difference from previous survey +1 ✧

Difference from CS2017 +5 ✧

Difference from CS High Performers 0

## My manager

72%

Difference from previous survey +1 ✧

Difference from CS2017 +2 ✧

Difference from CS High Performers -1

## My team

80%

Difference from previous survey -1 ✧

Difference from CS2017 -1 ✧

Difference from CS High Performers -4 ✧

## Learning and development

63%

Difference from previous survey +4 ✧

Difference from CS2017 +10 ✧

Difference from CS High Performers +6 ✧

## Inclusion and fair treatment

78%

Difference from previous survey 0

Difference from CS2017 +1 ✧

Difference from CS High Performers -2 ✧

## Resources and workload

72%

Difference from previous survey 0

Difference from CS2017 0

Difference from CS High Performers -3 ✧

## Pay and benefits

37%

Difference from previous survey 0

Difference from CS2017 +7 ✧

Difference from CS High Performers +1

## Leadership and managing change

49%

Difference from previous survey 0

Difference from CS2017 +3 ✧

Difference from CS High Performers -2 ✧

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 CS2017	Difference from CS High Performers
Leadership and managing change		49%	0	+3 ✧	-2 ✧
My work		80%	0	+4 ✧	+1 ✧
My manager		72%	+1 ✧	+2 ✧	-1
Learning and development		63%	+4 ✧	+10 ✧	+6 ✧
Pay and benefits		37%	0	+7 ✧	+1
Resources and workload		72%	0	0	-3 ✧
Organisational objectives and purpose		87%	+1 ✧	+5 ✧	0
My team		80%	-1 ✧	-1 ✧	-4 ✧
Inclusion and fair treatment		78%	0	+1 ✧	-2 ✧



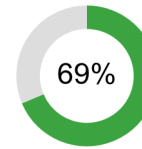
Strength of association with engagement



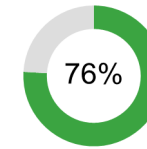
Statistically significant difference from comparison

## Wellbeing

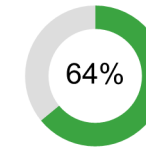
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



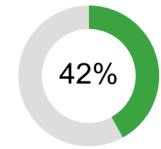
W01. Overall, how satisfied are you with your life nowadays?



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



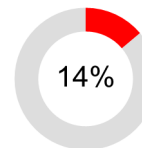
W03. Overall, how happy did you feel yesterday?



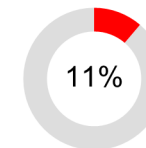
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

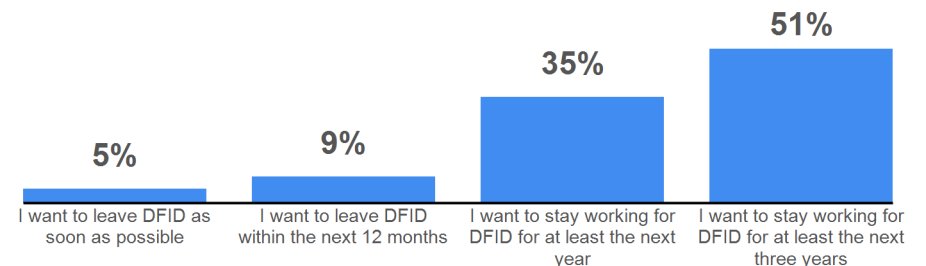


During the past 12 months have you personally experienced discrimination at work?


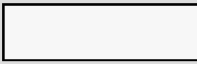


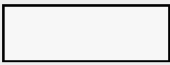

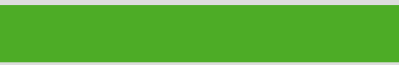
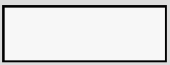




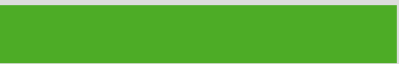




During the past 12 months have you personally experienced bullying or harassment at work?

## Your plans for the future



## Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	 94%	B43	When changes are made in DFID they are usually for the better	 43%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 47%
B31	I have the skills I need to do my job effectively	 91%	B40	I believe that the Executive Management Committee has a clear vision for the future of DFID	 37%	B35	I feel that my pay adequately reflects my performance	 41%
B07	I understand how my work contributes to DFID's objectives	 87%	B17	Poor performance is dealt with effectively in my team	 36%	B36	I am satisfied with the total benefits package	 40%
B06	I have a clear understanding of DFID's objectives	 87%	B53	Where I work, I think effective action has been taken on the results of the last survey	 33%	B42	I feel that change is managed well in DFID	 31%
B54	I am trusted to carry out my job effectively	 87%	B41	Overall, I have confidence in the decisions made by DFID's senior managers	 33%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	 29%

## All questions by theme

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

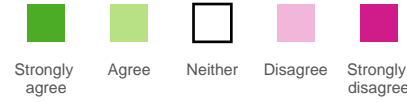
### My work

80% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	53	41				94%	0	+4 ◇	+2 ◇
B02 I am sufficiently challenged by my work	42	43	8	6		84%	-1 ◇	+4 ◇	+1 ◇
B03 My work gives me a sense of personal accomplishment	31	50	11	6		81%	0	+5 ◇	+2 ◇
B04 I feel involved in the decisions that affect my work	18	45	18	14	5	64%	+1	+6 ◇	0
B05 I have a choice in deciding how I do my work	28	49	13	7		77%	0	+2 ◇	-3 ◇

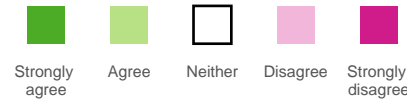
### Organisational objectives and purpose\*

87% +1 ◇

Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06 I have a clear understanding of DFID's objectives	32	55	8			87%	+2 ◇	+6 ◇	+1 ◇
B07 I understand how my work contributes to DFID's objectives	35	52	9			87%	0	+4 ◇	0


## All questions by theme

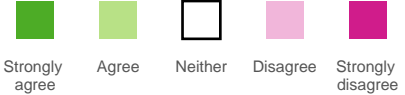
♦ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

### My manager

72%

+1

Difference from previous survey
   


Strength of association with engagement
   


	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08 My manager motivates me to be more effective in my job	27	48	14	7	7	75%	+2 ♦	+5 ♦	+1 ♦
B09 My manager is considerate of my life outside work	43	41	9	9	0	84%	+2 ♦	0	-3 ♦
B10 My manager is open to my ideas	41	42	10	5	0	83%	0	+1 ♦	-1 ♦
B11 My manager helps me to understand how I contribute to DFID's objectives	23	47	20	7	3	70%	+1 ♦	+4 ♦	-1
B12 Overall, I have confidence in the decisions made by my manager	29	46	15	6	3	75%	+2 ♦	+1 ♦	-4 ♦
B13 My manager recognises when I have done my job well	35	47	11	5	2	81%	0	+2 ♦	-1 ♦
B14 I receive regular feedback on my performance	23	48	15	11	3	71%	+3 ♦	+3 ♦	-2 ♦
B15 The feedback I receive helps me to improve my performance	23	46	20	9	2	68%	0	+5 ♦	+1 ♦
B16 I think that my performance is evaluated fairly	22	45	20	10	3	67%	+2 ♦	+2 ♦	-3 ♦
B17 Poor performance is dealt with effectively in my team	11	32	36	15	6	43%	0	+3 ♦	-1 ♦

## All questions by theme

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### My team

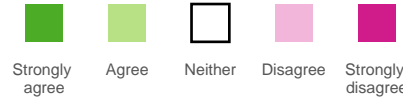
80%

-1 ♦

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	32	50	11	6	6	82%	-1	-3 ♦	-5 ♦
B19	The people in my team work together to find ways to improve the service we provide	30	51	11	6	6	81%	-2 ♦	-2 ♦	-4 ♦
B20	The people in my team are encouraged to come up with new and better ways of doing things	28	49	14	6	6	77%	0	+2 ♦	-2 ♦

### Learning and development

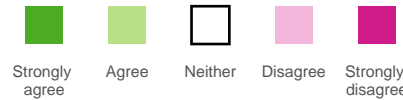
63%

+4 ♦

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	16	50	20	11	6	66%	+5 ♦	+3 ♦	-3 ♦
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	18	45	26	9	6	63%	+3 ♦	+11 ♦	+6 ♦
B23	There are opportunities for me to develop my career in DFID	17	45	21	11	6	62%	+4 ♦	+15 ♦	+7 ♦
B24	Learning and development activities I have completed while working for DFID are helping me to develop my career	17	45	25	10	6	62%	+2 ♦	+15 ♦	+10 ♦

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### Inclusion and fair treatment

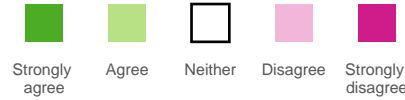
78%

0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25 I am treated fairly at work	28	54	9	6	6	82%	+1 ♦	+2 ♦	-2 ♦
B26 I am treated with respect by the people I work with	34	52	8	5	5	86%	-1 ♦	+1 ♦	-1 ♦
B27 I feel valued for the work I do	25	48	15	10	6	72%	0	+7 ♦	+1
B28 I think that DFID respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	24	48	15	10	6	72%	-2 ♦	-4 ♦	-7 ♦

### Resources and workload\*

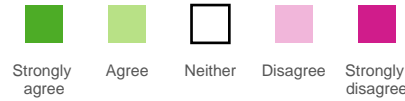
72%

0

Difference from previous survey



Strength of association with engagement



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Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29 I get the information I need to do my job well	14	61	15	10	6	74%	+1	+4 ♦	0
B30 I have clear work objectives	21	60	11	6	6	81%	-1 ♦	+6 ♦	+1 ♦
B31 I have the skills I need to do my job effectively	27	64	6	6	6	91%	+1 ♦	+3 ♦	0
B32 I have the tools I need to do my job effectively	15	57	14	11	6	72%	-3 ♦	+2 ♦	-5 ♦
B33 I have an acceptable workload	9	45	18	19	9	54%	+1	-7 ♦	-13 ♦
B34 I achieve a good balance between my work life and my private life	14	48	17	16	5	62%	0	-7 ♦	-12 ♦

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### Pay and benefits

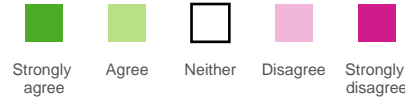
37%

0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	5	33	20	24	17	38%	0	+8 ♦	+1 ♦
B36 I am satisfied with the total benefits package	6	32	21	23	17	39%	0	+5 ♦	-1 ♦
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	27	20	27	20	33%	0	+8 ♦	+1 ♦

### Leadership and managing change\*

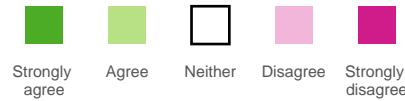
49%

0

Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38 Senior managers in DFID are sufficiently visible	14	56	15	12	2	70%	+4 ♦	+10 ♦	+1 ♦
B39 I believe the actions of senior managers are consistent with DFID's values	12	49	26	11	2	61%	+3 ♦	+7 ♦	+1
B40 I believe that the Executive Management Committee has a clear vision for the future of DFID	8	35	37	16	2	43%	-6 ♦	-5 ♦	-11 ♦
B41 Overall, I have confidence in the decisions made by DFID's senior managers	9	43	33	12	2	52%	-1	+3 ♦	-3 ♦
B42 I feel that change is managed well in DFID	32	32	24	7	5	36%	-2 ♦	+3 ♦	-4 ♦
B43 When changes are made in DFID they are usually for the better	25	43	23	5	2	29%	0	-4 ♦	-11 ♦
B44 DFID keeps me informed about matters that affect me	8	55	23	11	2	63%	-1	+5 ♦	-2 ♦
B45 I have the opportunity to contribute my views before decisions are made that affect me	7	37	30	21	6	44%	0	+5 ♦	-4 ♦
B46 I think it is safe to challenge the way things are done in DFID	7	38	26	19	9	45%	+2 ♦	0	-7 ♦



## All questions by theme

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### Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of DFID	34	49	14			82%	0	+21 ♦	+14 ♦
B48 I would recommend DFID as a great place to work	24	47	20	7		71%	+3 ♦	+16 ♦	+8 ♦
B49 I feel a strong personal attachment to DFID	26	42	21	9		68%	-1 ♦	+19 ♦	+11 ♦
B50 DFID inspires me to do the best in my job	21	44	24	8		65%	+2 ♦	+17 ♦	+11 ♦
B51 DFID motivates me to help it achieve its objectives	17	44	27	9		62%	+1	+16 ♦	+8 ♦

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that senior managers in DFID will take action on the results from this survey	14	46	23	11	5	60%	+3 ♦	+10 ♦	+3 ♦
B53 Where I work, I think effective action has been taken on the results of the last survey	15	36	33	10	5	52%	+2 ♦	+16 ♦	+7 ♦

## All questions by theme

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### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	31	55	8	5		87%	+1	-2 ♦	-4 ♦
B55 I believe I would be supported if I try a new idea, even if it may not work	19	50	19	10		69%	+1 ♦	-1 ♦	-6 ♦
B56 In DFID, people are encouraged to speak up when they identify a serious policy or delivery risk	20	53	16	8		73%	New	+7 ♦	+2 ♦
B57 I feel able to challenge inappropriate behaviour in the workplace	15	50	20	11		65%	New	+1 ♦	-3 ♦
B58 DFID is committed to creating a diverse and inclusive workplace	22	54	16	6		76%	New	+2 ♦	-2 ♦

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior managers in DFID actively role model the behaviours set out in the Civil Service Leadership Statement	10	49	30	7		60%	+3 ♦	+13 ♦	+5 ♦
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	52	19	6		72%	+5 ♦	+6 ♦	0

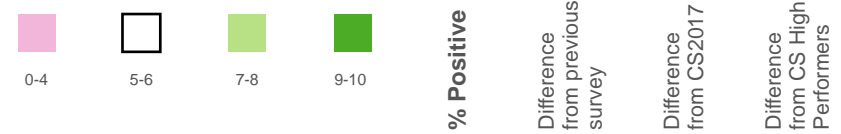
### Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	10	47	17	22		57%	New	+14 ♦	+1 ♦
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	8	36	28	24	5	44%	New	+7 ♦	-1 ♦

## All questions by theme

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### Wellbeing



Unlike the questions B01-B62 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 CS2017	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	10	22	54	15	69%	-1	+3 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	6	18	53	23	76%	-1 ◆	+5 ◆	+3 ◆
W03 Overall, how happy did you feel yesterday?	13	23	46	18	64%	-3 ◆	+1 ◆	-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?	14	28	23	35	42%	-3 ◆	-7 ◆	-10 ◆
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## All questions by theme

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### 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 CS2017	Difference from CS High Performers
I want to leave DFID as soon as possible		5%	-1	-3 ◆	-7 ◆
I want to leave DFID within the next 12 months		9%	-2 ◆	-6 ◆	-9 ◆
I want to stay working for DFID for at least the next year		35%	+1	+1 ◆	-3 ◆
I want to stay working for DFID for at least the next three years		51%	+1	+7 ◆	-1 ◆

### The Civil Service Code

Differences are based on '% Yes' score

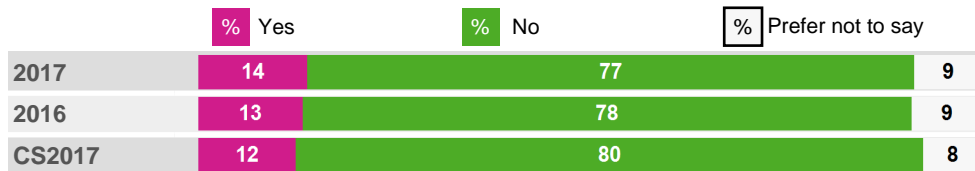
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		4	96%	+2 ◆	+4 ◆	+1 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		26	74%	-1 ◆	+6 ◆	0
D03. Are you confident that if you raised a concern under the Civil Service Code in DFID it would be investigated properly?		23	77%	+1 ◆	+7 ◆	+1 ◆

## All questions by theme

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### Discrimination, harassment and bullying

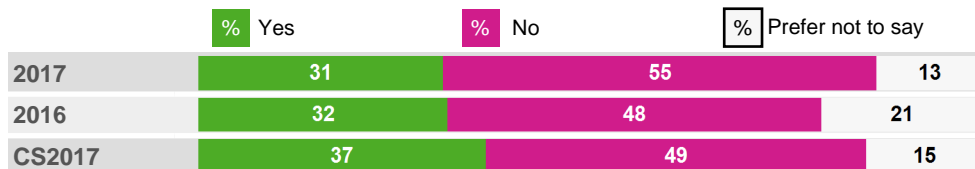
E01. During the past 12 months have you personally experienced discrimination at work?



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	74
Caring responsibilities	30
Disability	19
Ethnic background	37
Gender	64
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	129
Main spoken/written language or language ability	19
Religion or belief	--
Sexual orientation	--
Social or educational background	34
Working location	47
Working pattern	66
Any other grounds	82
Prefer not to say	24

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	96
Your manager	85
Another manager in my part of DFID	61
Someone you manage	11
Someone who works for another part of DFID	32
A member of the public	--
Someone else	15
Prefer not to say	38

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	10	35	15	27	13	45%	-8 ✦
F02	I would be confident to report harassment or bullying in the area where I work	22	53	14	9		74%	0
F03	Senior managers in the area where I work address health and safety issues	16	49	25	8		65%	+1
F04	Staff from DFID and other UK government departments work as 'One Team'	9	35	30	21	5	44%	-1
F05	I believe that managers where I work will take action on the results from this survey	18	50	19	8		68%	0
F06	I could identify bullying, harassment or discrimination if I saw it or experienced it	27	65		7		92%	New
F07	The culture in DFID is supportive of career progression for staff who have non-standard working patterns	13	42	31	10		55%	New
F08	The people I work with try to understand my perspective on work issues	16	63	15	5		79%	New
F09	I am having quarterly check-ins with my line manager to discuss my performance and development	29	54	9	7		83%	New
F10	My line manager discusses indicative performance ratings with me during the year	19	42	20	15		61%	New
F11	Conversations with my line manager help me to reflect, learn, improve and develop my longer term career plans	22	49	16	10		71%	New

## 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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (B47-B51). 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

### Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

### Confidentiality

The survey was carried out as part of the 2017 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.