



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.



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

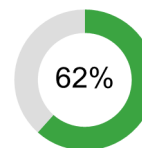
	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
Leadership and managing change		47%	-4 ✧	0	-5 ✧
My manager		67%	+2 ✧	-3 ✧	-5 ✧
My work		81%	+1	+5 ✧	+2 ✧
Learning and development		57%	+6 ✧	+5 ✧	0
Pay and benefits		24%	+2 ✧	-6 ✧	-12 ✧
Resources and workload		72%	-1 ✧	0	-3 ✧
Organisational objectives and purpose		79%	+1 ✧	-3 ✧	-8 ✧
Inclusion and fair treatment		78%	+6 ✧	+2 ✧	-2 ✧
My team		81%	+1	+1	-3 ✧

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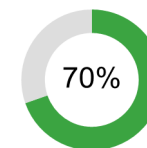
✧ Statistically significant difference from comparison

## Wellbeing

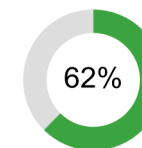
 % responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



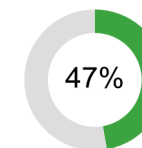
W01. Overall, how satisfied are you with your life nowadays?



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



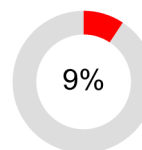
W03. Overall, how happy did you feel yesterday?



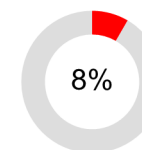
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

 % responding Yes

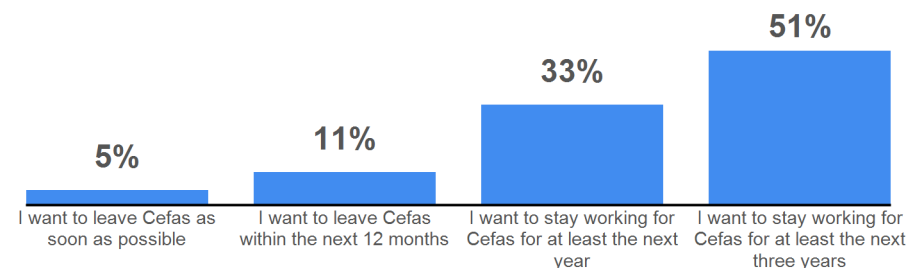


During the past 12 months have you personally experienced discrimination at work?


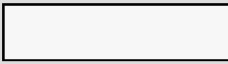




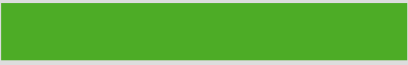
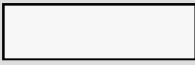


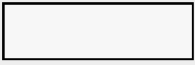






During the past 12 months have you personally experienced bullying or harassment at work?

## 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	 93%	B53	Where I work, I think effective action has been taken on the results of the last survey	 50%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 67%
B54	I am trusted to carry out my job effectively	 92%	B59	Cefas Operational Leadership Team in Cefas actively role model the behaviours set out in the Civil Service Leadership Statement	 48%	B35	I feel that my pay adequately reflects my performance	 60%
B31	I have the skills I need to do my job effectively	 89%	B43	When changes are made in Cefas they are usually for the better	 42%	B36	I am satisfied with the total benefits package	 40%
B26	I am treated with respect by the people I work with	 86%	B39	I believe the actions of the Cefas Operational Leadership Team are consistent with Cefas' values	 42%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	 38%
B09	My manager is considerate of my life outside work	 84%	B17	Poor performance is dealt with effectively in my team	 41%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	 35%

All questions by theme

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

**My work**

**81%** +1

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	51	43				93%	+3 ◆	+4 ◆	+2 ◆
B02 I am sufficiently challenged by my work	43	40	10	6		83%	-1	+3 ◆	0
B03 My work gives me a sense of personal accomplishment	33	47	12	6		81%	0	+4 ◆	+1 ◆
B04 I feel involved in the decisions that affect my work	19	48	18	13		66%	+2 ◆	+9 ◆	+3 ◆
B05 I have a choice in deciding how I do my work	29	54	12			83%	+1	+8 ◆	+3 ◆

**Organisational objectives and purpose\***

**79%** +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 Cefas' objectives	17	61	15	5		78%	+2 ◆	-3 ◆	-8 ◆
B07 I understand how my work contributes to Cefas' objectives	22	59	14			81%	+1	-3 ◆	-7 ◆

All questions by theme

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My manager

67%

+2

◆ 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
B08 My manager motivates me to be more effective in my job	20	44	23	10		64%	+1	-6 ◆	-10 ◆
B09 My manager is considerate of my life outside work	36	49	11			84%	+4 ◆	0	-3 ◆
B10 My manager is open to my ideas	35	49	12			84%	+6 ◆	+2 ◆	-1 ◆
B11 My manager helps me to understand how I contribute to Cefas' objectives	19	43	26	9		63%	+2 ◆	-3 ◆	-8 ◆
B12 Overall, I have confidence in the decisions made by my manager	24	46	20	6		70%	+2 ◆	-4 ◆	-9 ◆
B13 My manager recognises when I have done my job well	27	50	15	5		76%	+3 ◆	-3 ◆	-6 ◆
B14 I receive regular feedback on my performance	18	46	22	11		64%	+1	-4 ◆	-9 ◆
B15 The feedback I receive helps me to improve my performance	18	42	28	7	5	60%	+2 ◆	-3 ◆	-7 ◆
B16 I think that my performance is evaluated fairly	17	47	23	8	6	63%	0	-2 ◆	-7 ◆
B17 Poor performance is dealt with effectively in my team	8	33	41	11	6	41%	0	+2 ◆	-3 ◆

All questions by theme

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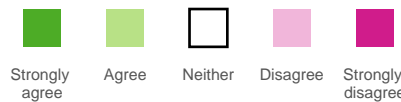
**My team**

**81%** +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	35	47	12	5		82%	+1	-3 ◆	-5 ◆
B19	The people in my team work together to find ways to improve the service we provide	33	50	13			83%	0	0	-2 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	31	48	16			79%	+1 ◆	+4 ◆	-1

**Learning and development**

**57%** +6 ◆

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 CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	15	52	21	9		67%	+8 ◆	+4 ◆	-2 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	16	35	35	10		52%	+4 ◆	-1	-6 ◆
B23	There are opportunities for me to develop my career in Cefas	16	39	25	13	8	54%	+7 ◆	+8 ◆	-1
B24	Learning and development activities I have completed while working for Cefas are helping me to develop my career	15	41	28	10	6	56%	+4 ◆	+10 ◆	+5 ◆

All questions by theme

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**Inclusion and fair treatment**

**78%**

**+6** ◆

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	26	54	10	6	6	80%	+7 ◆	0	-3 ◆
B26 I am treated with respect by the people I work with	33	53	9	9	6	86%	+3 ◆	+1 ◆	-1 ◆
B27 I feel valued for the work I do	23	44	15	11	6	67%	+6 ◆	+1 ◆	-5 ◆
B28 I think that Cefas respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	28	52	15	6	6	80%	+5 ◆	+4 ◆	+1

**Resources and workload\***

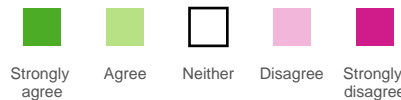
**72%**

**-1** ◆

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	57	19	8	8	72%	-5 ◆	+2 ◆	-2 ◆
B30 I have clear work objectives	15	59	16	8	8	74%	+1	-1 ◆	-6 ◆
B31 I have the skills I need to do my job effectively	24	65	10	10	7	89%	-4 ◆	0	-2 ◆
B32 I have the tools I need to do my job effectively	18	60	14	7	7	78%	-3 ◆	+8 ◆	+1 ◆
B33 I have an acceptable workload	9	46	22	16	7	55%	-1	-6 ◆	-12 ◆
B34 I achieve a good balance between my work life and my private life	17	47	18	14	7	64%	+2 ◆	-4 ◆	-10 ◆

All questions by theme

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Pay and benefits

24%

+2

◆ 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	19	17	28	32	22%	+1	-8	-15	
B36 I am satisfied with the total benefits package	6	29	26	22	18	34%	+4	0	-6
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	11	18	30	37	15%	0	-11	-18	

Leadership and managing change\*

47%

-4

◆ 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 Cefas Operational Leadership Team in Cefas are sufficiently visible <sup>▲</sup>	6	38	31	17	8	44%	-13	-16	-25
B39 I believe the actions of the Cefas Operational Leadership Team are consistent with Cefas' values <sup>▲</sup>	8	39	42	8	3	46%	-4	-8	-14
B40 I believe that Cefas Executive Committee have a clear vision for the future of Cefas <sup>▲</sup>	9	45	34	8	4	54%	-7	+6	0
B41 Overall, I have confidence in the decisions made by Cefas Operational Leadership Team <sup>▲</sup>	7	38	38	10	7	45%	-5	-3	-9
B42 I feel that change is managed well in Cefas	5	29	32	23	11	34%	-7	+1	-6
B43 When changes are made in Cefas they are usually for the better	5	30	42	16	7	35%	0	+2	-5
B44 Cefas keeps me informed about matters that affect me	8	54	23	11	4	62%	-2	+4	-3
B45 I have the opportunity to contribute my views before decisions are made that affect me	5	42	29	15	9	48%	-1	+9	0
B46 I think it is safe to challenge the way things are done in Cefas	7	45	25	14	8	52%	+4	+6	0



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 Cefas	23	50	20	5		73%	+4 ◆	+11 ◆	+4 ◆
B48 I would recommend Cefas as a great place to work	21	41	26	9		62%	+5 ◆	+7 ◆	-1 ◆
B49 I feel a strong personal attachment to Cefas	18	40	27	12		58%	+4 ◆	+9 ◆	+1 ◆
B50 Cefas inspires me to do the best in my job	14	36	34	12		50%	0	+2 ◆	-4 ◆
B51 Cefas motivates me to help it achieve its objectives	12	35	35	12	6	47%	-1	+1 ◆	-6 ◆

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 the Cefas Operational Leadership Team in Cefas will take action on the results from this survey^	8	36	32	14	11	43%	-3 ◆	-7 ◆	-15 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey		21	50	14	11	25%	-6 ◆	-11 ◆	-19 ◆

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	34	58			5	92%	+1 ◆	+4 ◆	+2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	20	57			17	77%	+5 ◆	+7 ◆	+2 ◆
B56 In Cefas, people are encouraged to speak up when they identify a serious policy or delivery risk	21	50	20		7	71%	New	+5 ◆	0
B57 I feel able to challenge inappropriate behaviour in the workplace	16	53	18		7 5	70%	New	+6 ◆	+2 ◆
B58 Cefas is committed to creating a diverse and inclusive workplace	24	54	17			78%	New	+4 ◆	0

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Cefas Operational Leadership Team in Cefas actively role model the behaviours set out in the Civil Service Leadership Statement^	7	37		48	5	44%	-6 ◆	-3 ◆	-11 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	14	46		33		61%	+2 ◆	-5 ◆	-11 ◆

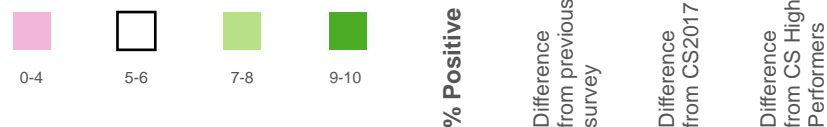
Civil Service vision

	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'	6	31	26	30	7	37%	New	-6 ◆	-19 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	5	28	32	27	8	33%	New	-3 ◆	-11 ◆

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?	14	24	48	13	62%	+2 ◆	-4 ◆	-7 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	19	51	19	70%	+1	-1 ◆	-4 ◆
W03 Overall, how happy did you feel yesterday?	16	22	42	20	62%	-1	-1	-3 ◆

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?	20	27	19	34	47%	-3 ◆	-1 ◆	-4 ◆
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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 Cefas?

		Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave Cefas as soon as possible		5%	-1	-3
I want to leave Cefas within the next 12 months		11%	-1	-4 ◆
I want to stay working for Cefas for at least the next year		33%	-3	-1
I want to stay working for Cefas for at least the next three years		51%	+4	+7 ◆

### The Civil Service Code

Differences are based on '% Yes' score

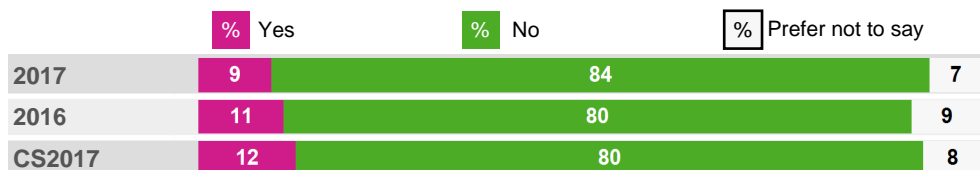
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	-3 ◆	0	-3 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	-4 ◆	-1	-7 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in Cefas it would be investigated properly?		24	76%	+1 ◆	+6 ◆	+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?

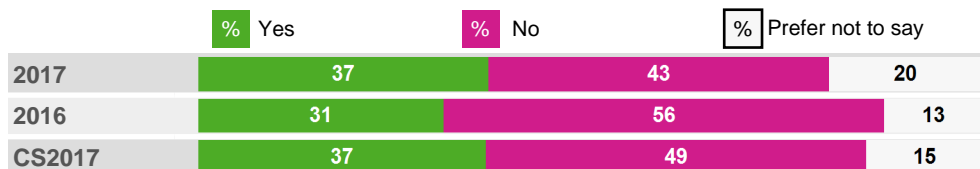


E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	10
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	--
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	20
Your manager	12
Another manager in my part of Cefas	13
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

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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	14	56	23	6	70%	-5 ◆	
F02 I understand how the changes we are making across the Defra group will make things simpler for our customers	6	30	40	22	36%	+2 ◆	
F03 I can see examples of the Defra group working together	7	41	37	14	47%	+2 ◆	
F04 My leaders actively engage with me on changes that will make a difference to the way I work	8	43	31	14	51%	-3 ◆	
F05 I feel heard when I make suggestions about things that will make a difference to the way I work	8	49	29	11	56%	+6 ◆	
F06 I believe my organisation cares about my wellbeing	14	46	24	11	59%	+2 ◆	

## 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.