

Returns : 10,326

Response rate : 86%

Civil Service People Survey 2017



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

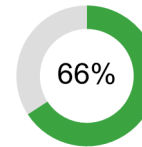
	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
Leadership and managing change		58%	0	+12 ✧	+7 ✧
My work		80%	0	+4 ✧	0 ✧
My manager		73%	+1 ✧	+3 ✧	+1 ✧
Pay and benefits		30%	+3 ✧	0	-6 ✧
Learning and development		60%	0	+7 ✧	+3 ✧
Resources and workload		76%	0	+4 ✧	+1 ✧
Organisational objectives and purpose		84%	+2 ✧	+2 ✧	-3 ✧
My team		83%	+1 ✧	+2 ✧	-1 ✧
Inclusion and fair treatment		79%	0	+3 ✧	-1 ✧

Strength of association with engagement

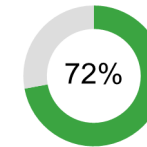
✧ Statistically significant difference from comparison

Wellbeing

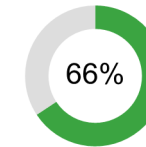
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



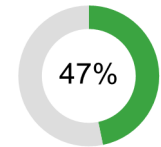
W01. Overall, how satisfied are you with your life nowadays?



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



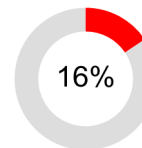
W03. Overall, how happy did you feel yesterday?



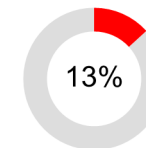
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

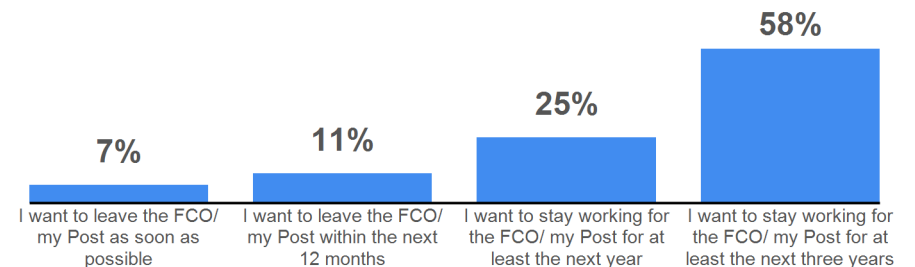


During the past 12 months have you personally experienced discrimination at work?


















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

Your plans for the future



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%	B43	When changes are made in the FCO/ my Post they are usually for the better	 34%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 56%
B31	I have the skills I need to do my job effectively	 92%	B53	Where I work, I think effective action has been taken on the results of the last survey	 32%	B35	I feel that my pay adequately reflects my performance	 52%
B54	I am trusted to carry out my job effectively	 90%	B40	I believe that the FCO Board has a clear vision for the future of the FCO/ my Post	 31%	B36	I am satisfied with the total benefits package	 46%
B26	I am treated with respect by the people I work with	 85%	B17	Poor performance is dealt with effectively in my team	 29%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	 36%
B07	I understand how my work contributes to the FCO's objectives	 85%	B42	I feel that change is managed well in the FCO/ my Post	 27%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	 31%

All questions by theme

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

My work

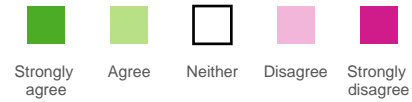
80%

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	54	39	5	0	0	93%	0 ◆	+3 ◆	+1 ◆
B02 I am sufficiently challenged by my work	39	43	10	6	0	82%	0	+1 ◆	-1 ◆
B03 My work gives me a sense of personal accomplishment	36	46	11	6	0	82%	0	+5 ◆	+2 ◆
B04 I feel involved in the decisions that affect my work	23	43	18	12	5	66%	0	+8 ◆	+2 ◆
B05 I have a choice in deciding how I do my work	28	47	15	7	0	75%	0	0	-5 ◆

Organisational objectives and purpose*

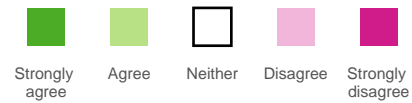
84%

+2 ◆

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 the FCO's objectives	28	54	12	0	0	82%	+2 ◆	+2 ◆	-4 ◆
B07 I understand how my work contributes to the FCO's objectives	33	52	10	0	0	85%	+1 ◆	+2 ◆	-2 ◆

All questions by theme

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^ indicates a variation in question wording from your previous survey

My manager

73%

+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
B08 My manager motivates me to be more effective in my job	31	44	14	7	7	75%	+1 ◆	+5 ◆	+1 ◆
B09 My manager is considerate of my life outside work	37	42	12	5	5	79%	+2 ◆	-6 ◆	-9 ◆
B10 My manager is open to my ideas	37	45	11	5	2	82%	+1 ◆	0	-3 ◆
B11 My manager helps me to understand how I contribute to the FCO's objectives	25	45	20	7	3	70%	+1 ◆	+4 ◆	-1 ◆
B12 Overall, I have confidence in the decisions made by my manager	30	45	15	6	4	76%	+1 ◆	+1 ◆	-3 ◆
B13 My manager recognises when I have done my job well	36	46	11	5	2	81%	0	+2 ◆	-1 ◆
B14 I receive regular feedback on my performance	25	46	16	10	3	71%	+1 ◆	+3 ◆	-2 ◆
B15 The feedback I receive helps me to improve my performance	27	46	17	6	3	73%	0	+10 ◆	+6 ◆
B16 I think that my performance is evaluated fairly	24	46	18	8	4	69%	+1 ◆	+4 ◆	-1 ◆
B17 Poor performance is dealt with effectively in my team	16	39	29	11	6	55%	+1 ◆	+15 ◆	+11 ◆

All questions by theme

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^ indicates a variation in question wording from your previous survey

My team

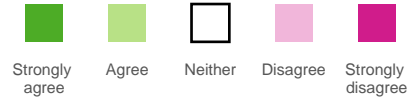
83%

+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	37	48	9			85%	+1 ◆	0	-2 ◆
B19	The people in my team work together to find ways to improve the service we provide	35	49	10			84%	+1 ◆	+1 ◆	-1 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	32	48	13	5		80%	+1 ◆	+4 ◆	0

Learning and development

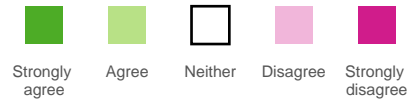
60%

0

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	19	47	19	11		66%	0	+3 ◆	-3 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	20	43	24	9		63%	-2 ◆	+11 ◆	+5 ◆
B23	There are opportunities for me to develop my career in the FCO/ my Post	16	36	23	15	11	51%	0	+5 ◆	-4 ◆
B24	Learning and development activities I have completed while working for the FCO/ my Post are helping me to develop my career	18	42	25	10	5	59%	0	+13 ◆	+8 ◆

All questions by theme

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^ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

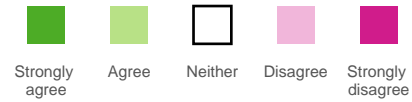
79%

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	30	49	11	6	4	80%	0 ◆	0	-4 ◆
B26 I am treated with respect by the people I work with	36	50	9	5	0	85%	0	+1 ◆	-2 ◆
B27 I feel valued for the work I do	29	45	14	8	6	74%	-1 ◆	+8 ◆	+2 ◆
B28 I think that the FCO/ my Post respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	29	48	13	6	6	78%	0 ◆	+2 ◆	-1 ◆

Resources and workload*

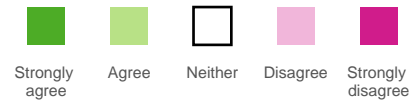
76%

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
B29 I get the information I need to do my job well	21	55	15	7	0	76%	-1 ◆	+6 ◆	+2 ◆
B30 I have clear work objectives	27	56	11	5	1	83%	-1 ◆	+8 ◆	+3 ◆
B31 I have the skills I need to do my job effectively	36	55	6	1	0	92%	0	+3 ◆	+1 ◆
B32 I have the tools I need to do my job effectively	22	49	14	11	0	71%	+1 ◆	+1 ◆	-6 ◆
B33 I have an acceptable workload	17	49	15	13	6	66%	0	+5 ◆	0 ◆
B34 I achieve a good balance between my work life and my private life	22	49	15	10	4	71%	0	+3 ◆	-3 ◆

All questions by theme

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Pay and benefits

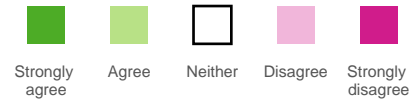
30%

+3

◆ 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	7	23	18	25	27	31%	+2	0	-7
B36 I am satisfied with the total benefits package	7	26	21	23	22	33%	+3	0	-7
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	20	18	25	32	26%	+2	0	-7

Leadership and managing change*

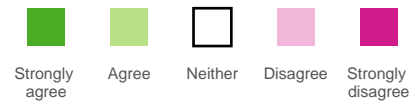
58%

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, e.g. Directors or Heads of Mission, in the FCO/ my Post are sufficiently visible	25	49	14	8	6	74%	0	+14	+5
B39 I believe the actions of senior managers, e.g. Directors or Heads of Mission, are consistent with the FCO's values	23	47	20	6	6	70%	0	+16	+10
B40 I believe that the FCO Board has a clear vision for the future of the FCO/ my Post	15	39	31	10	5	54%	0	+5	-1
B41 Overall, I have confidence in the decisions made by the FCO's/ my Post's senior managers	18	44	24	9	5	61%	0	+13	+7
B42 I feel that change is managed well in the FCO/ my Post	12	38	27	16	7	50%	-1	+17	+10
B43 When changes are made in the FCO/ my Post they are usually for the better	11	33	34	15	6	44%	+1	+11	+4
B44 The FCO/ my Post keeps me informed about matters that affect me	14	50	21	9	5	65%	-1	+7	0
B45 I have the opportunity to contribute my views before decisions are made that affect me	12	38	26	16	8	50%	+1	+12	+3
B46 I think it is safe to challenge the way things are done in the FCO/ my Post	13	41	26	12	8	54%	+1	+8	+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 CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of the FCO/ my Post	37	43	14			80%	-1 ◆	+18 ◆	+11 ◆
B48 I would recommend the FCO/ my Post as a great place to work	27	40	21	9		66%	0	+11 ◆	+3 ◆
B49 I feel a strong personal attachment to the FCO/ my Post	28	41	21	8		68%	0	+19 ◆	+12 ◆
B50 The FCO/ my Post inspires me to do the best in my job	25	40	23	8		65%	-1 ◆	+18 ◆	+11 ◆
B51 The FCO/ my Post motivates me to help it achieve its objectives	22	41	24	9		63%	0	+17 ◆	+10 ◆

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, e.g. Directors or Heads of Mission, in the FCO/ my Post will take action on the results from this survey	20	41	22	10	8	60%	0	+10 ◆	+2 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	16	33	32	11	8	49%	0	+13 ◆	+4 ◆

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 CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	38	51	7			90%	0	+1 ◆	-1 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	22	49	19	7		71%	0	+1 ◆	-4 ◆
B56 In the FCO/ my Post, people are encouraged to speak up when they identify a serious policy or delivery risk	22	49	19	7		71%	New	+5 ◆	0
B57 I feel able to challenge inappropriate behaviour in the workplace	20	48	19	9	5	67%	New	+4 ◆	-1 ◆
B58 The FCO/ my Post is committed to creating a diverse and inclusive workplace	23	50	18	5		74%	New	0	-4 ◆

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, e.g. Directors or Heads of Mission, in the FCO/ my Post actively role model the behaviours set out in the Civil Service Leadership Statement	19	45	26	7		63%	0	+17 ◆	+9 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	23	46	22	6		68%	+3 ◆	+2 ◆	-4 ◆

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'	9	32	23	26	10	41%	New	-2 ◆	-14 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	11	32	26	22	9	43%	New	+6 ◆	-2 ◆

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

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?	11	23	44	22	66%	-1 ◆	0	-2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	20	43	29	72%	-1 ◆	+1 ◆	-1 ◆
W03 Overall, how happy did you feel yesterday?	12	22	39	27	66%	-1 ◆	+2 ◆	+1 ◆

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 CS2017	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	22	24	23	31	47%	-1 ◆	-2 ◆	-5 ◆

All questions by theme

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^ 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 the FCO?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave the FCO/ my Post as soon as possible		7%	0	-2 ◆	-5 ◆
I want to leave the FCO/ my Post within the next 12 months		11%	0	-4 ◆	-7 ◆
I want to stay working for the FCO/ my Post for at least the next year		25%	0	-9 ◆	-14 ◆
I want to stay working for the FCO/ my Post for at least the next three years		58%	-1	+14 ◆	+5 ◆

The Civil Service Code

Differences are based on '% Yes' score

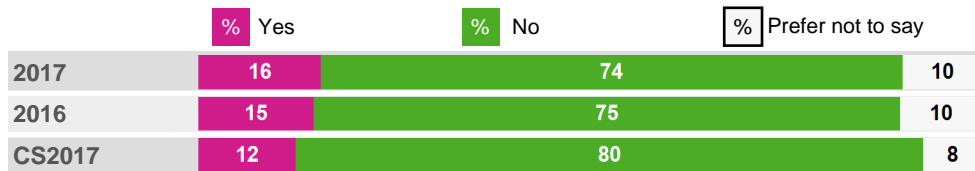
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			72%	0	-20 ◆	-23 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?			58%	+2 ◆	-10 ◆	-16 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the FCO it would be investigated properly?			63%	0	-7 ◆	-12 ◆

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?

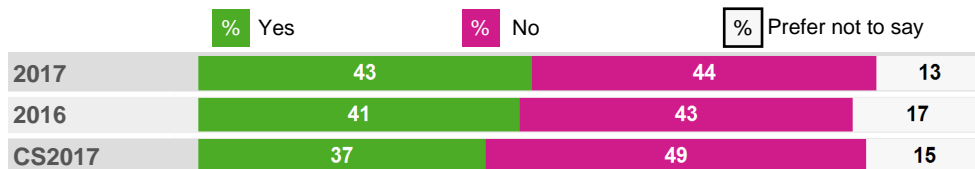


E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	214
Caring responsibilities	177
Disability	50
Ethnic background	164
Gender	198
Gender reassignment or perceived gender	12
Grade, pay band or responsibility level	721
Main spoken/written language or language ability	107
Religion or belief	46
Sexual orientation	32
Social or educational background	139
Working location	158
Working pattern	299
Any other grounds	285
Prefer not to say	201

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	425
Your manager	420
Another manager in my part of the FCO	303
Someone you manage	66
Someone who works for another part of the FCO	168
A member of the public	40
Someone else	71
Prefer not to say	181

All questions by theme

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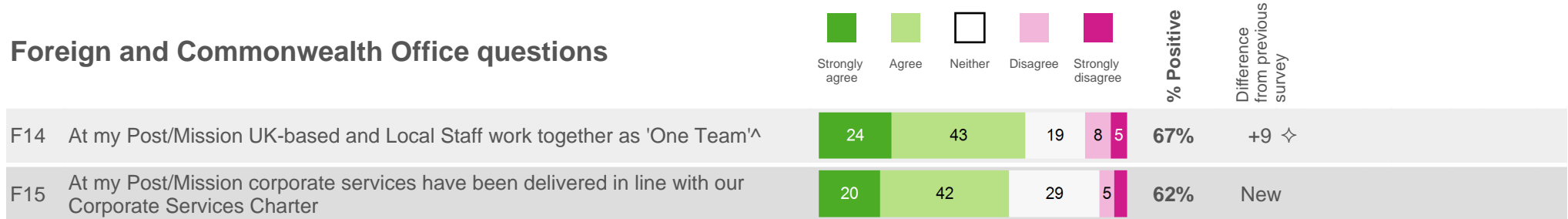
Foreign and Commonwealth Office questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I feel that the FCO is led effectively	15	50	23	8		65%	-2 ◇
F02 I feel that my Post/ Directorate is led effectively	23	49	17	7		73%	0
F03 I have a clear understanding of my Post/ Directorate's objectives	23	55	15	5		78%	+1 ◇
F04 I feel proud to work for my Post/ Directorate	30	48	16			78%	0
F05 I feel that change is managed well in my Post/ Directorate	16	41	26	12	5	57%	+1 ◇
F06 I understand the aims of Diplomacy 20:20 - to give the FCO greater expertise and agility, working from a world class platform^	17	49	25	7		65%	+18 ◇
F07 I would feel able to report discrimination, bullying or harassment without worrying that it would have a negative impact on me	22	44	17	11	6	66%	+1 ◇
F08 I believe the process of filling vacancies within the FCO/ my Post is fair	16	38	23	14	9	54%	-2 ◇
F09 Promotion within the FCO/ my Post is based on merit	13	33	30	14	10	45%	+1 ◇
F10 I have the technology (ICT/IT) I need to do my job effectively	12	39	16	19	14	51%	+6 ◇
F11 The Diplomatic Academy has helped me to improve my performance in my job	10	29	41	14	6	39%	+4 ◇
F12 Staff from the FCO and other UK government departments work together as 'One HMG'	14	39	26	14	7	54%	+1 ◇
F13 The contribution of Local Staff at my Post/Mission is valued^	25	47	17	6		72%	+7 ◇

All questions by theme

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

Foreign and Commonwealth Office questions



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 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.