

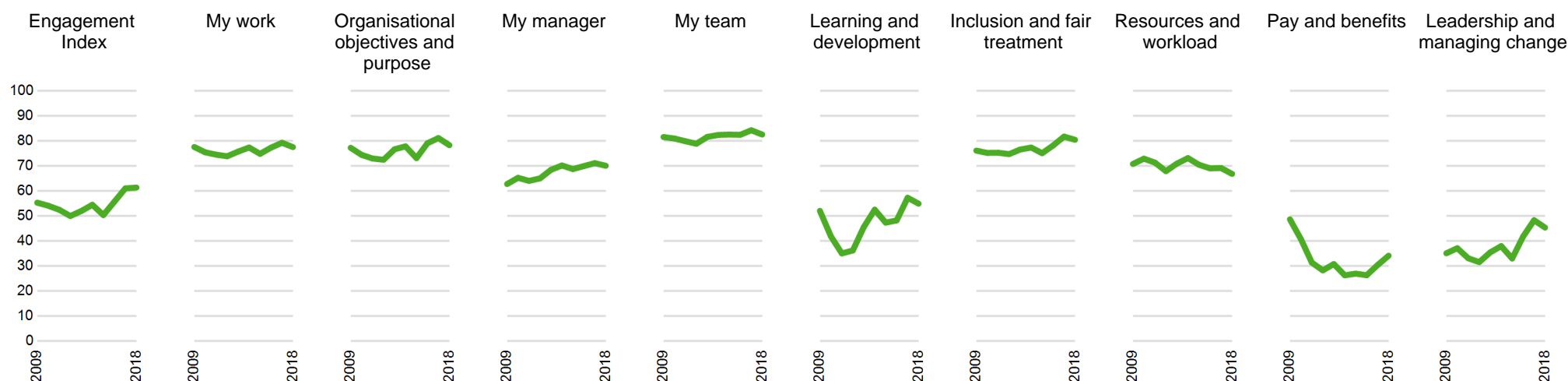
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

The Civil Service People Survey has run in October each year since 2009, meaning that 2018 marks our 10 year anniversary. The table and charts below tell you how your average Employee Engagement Index and theme scores have changed over time, for each year your organisation has participated in the survey.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Engagement Index	55%	54%	52%	50%	52%	54%	50%	56%	61%	61%
My work	78%	75%	74%	74%	76%	77%	75%	77%	79%	77%
Organisational objectives and purpose	77%	74%	73%	72%	77%	78%	73%	79%	81%	78%
My manager	63%	65%	64%	65%	68%	70%	69%	70%	71%	70%
My team	81%	81%	80%	79%	82%	82%	82%	82%	84%	82%
Learning and development	52%	42%	35%	36%	45%	52%	47%	48%	57%	55%
Inclusion and fair treatment	76%	75%	75%	75%	76%	77%	75%	78%	82%	80%
Resources and workload	71%	73%	71%	68%	71%	73%	70%	69%	69%	67%
Pay and benefits	49%	41%	31%	28%	31%	26%	27%	26%	30%	34%
Leadership and managing change	35%	37%	33%	31%	35%	38%	33%	42%	48%	45%
Response rate	71%	79%	78%	68%	87%	87%	84%	89%	85%	72%



Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

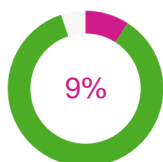
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	75%	-1 ✧	-2 ✧	-5 ✧
2	F06	I believe my organisation cares about my wellbeing	69%	0	--	--
3	B41	Overall, I have confidence in the decisions made by Defra's Senior Civil Servants (SCS)	50%	-2 ✧	+1 ✧	-9 ✧
4	B27	I feel valued for the work I do	70%	-2 ✧	+3 ✧	-2 ✧
5	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	41%	-2 ✧	-1 ✧	-10 ✧

Discrimination, bullying and harassment

■ % responding Yes
 ■ % responding No
 % responding Prefer not to say



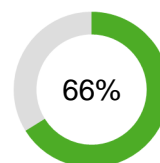
During the past 12 months have you personally experienced discrimination at work?



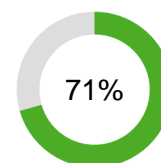
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

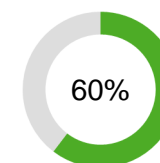
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



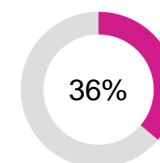
W01. Overall, how satisfied are you with your life nowadays?



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

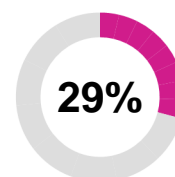


W03. Overall, how happy did you feel yesterday?

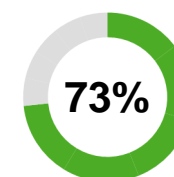


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

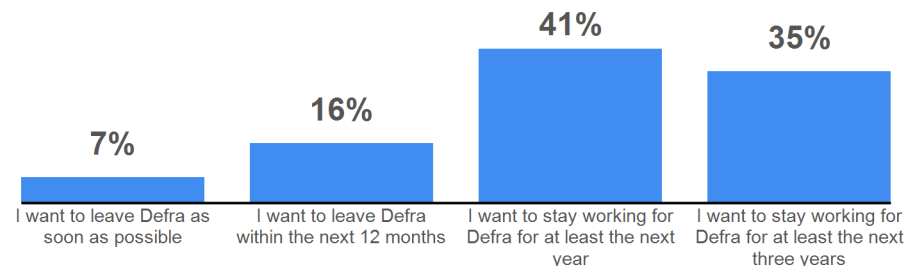


PERMA Index


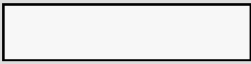




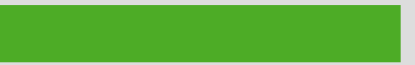
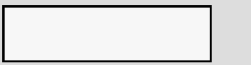




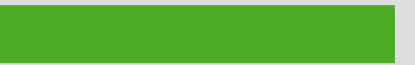




For further information about these indices, please refer to page 16.

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	 91%	B53 Where I work, I think effective action has been taken on the results of the last survey	 54%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	 49%
B54 I am trusted to carry out my job effectively	 90%	B40 I believe that ExCo has a clear vision for the future of Defra	 51%	B35 I feel that my pay adequately reflects my performance	 45%
B09 My manager is considerate of my life outside work	 88%	B43 When changes are made in Defra they are usually for the better	 46%	B42 I feel that change is managed well in Defra	 37%
B26 I am treated with respect by the people I work with	 87%	B17 Poor performance is dealt with effectively in my team	 45%	B36 I am satisfied with the total benefits package	 35%
B10 My manager is open to my ideas	 86%	F01 I believe the changes we have been making across the Defra group will make it easier to achieve our objectives	 43%	B45 I have the opportunity to contribute my views before decisions are made that affect me	 31%

All questions by theme

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

My work

77%

-2 ♦ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

B01 I am interested in my work



91%

0

+1 ♦

-1 ♦

B02 I am sufficiently challenged by my work



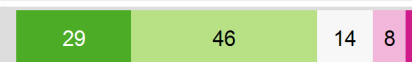
82%

-3 ♦

+1 ♦

-1 ♦

B03 My work gives me a sense of personal accomplishment



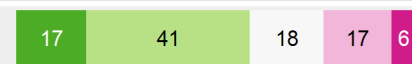
75%

-1 ♦

-2 ♦

-5 ♦

B04 I feel involved in the decisions that affect my work



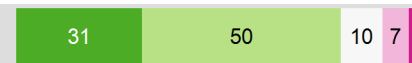
58%

-3 ♦

0

-5 ♦

B05 I have a choice in deciding how I do my work



81%

-1 ♦

+4 ♦

0

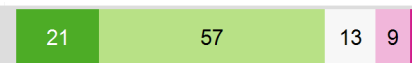
Organisational objectives and purpose

78%

-3 ♦ Difference from previous survey



B06 I have a clear understanding of Defra's objectives



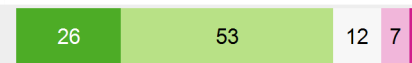
77%

-3 ♦

-4 ♦

-9 ♦

B07 I understand how my work contributes to Defra's objectives



79%

-3 ♦

-5 ♦

-8 ♦

All questions by theme

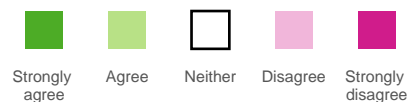
♦ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

My manager

70%

-1

Difference
from
previous
survey



% Positive

Difference
from previous
survey

Difference
from CS2018

Difference
from CS High
Performers

B08	My manager motivates me to be more effective in my job	28	45	16	8	73%	0	+2 ♦	-3 ♦
B09	My manager is considerate of my life outside work	49	39	8	4	88%	0	+2 ♦	-1 ♦
B10	My manager is open to my ideas	45	42	8	5	86%	-1 ♦	+3 ♦	0
B11	My manager helps me to understand how I contribute to Defra's objectives	23	40	25	9	63%	-2 ♦	-4 ♦	-9 ♦
B12	Overall, I have confidence in the decisions made by my manager	36	44	12	6	79%	-1	+3 ♦	-1 ♦
B13	My manager recognises when I have done my job well	37	44	13	5	80%	-2 ♦	+1	-3 ♦
B14	I receive regular feedback on my performance	22	42	19	13	64%	-2 ♦	-4 ♦	-9 ♦
B15	The feedback I receive helps me to improve my performance	21	42	25	9	63%	-2 ♦	-1 ♦	-5 ♦
B16	I think that my performance is evaluated fairly	21	44	25	7	65%	0	-2 ♦	-7 ♦
B17	Poor performance is dealt with effectively in my team	10	29	45	12	38%	-1	-2 ♦	-5 ♦

All questions by theme

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

My team

82%

-2 ♦ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

B18	The people in my team can be relied upon to help when things get difficult in my job	40	46	9	5	86%	-2 ♦	0	-2 ♦
B19	The people in my team work together to find ways to improve the service we provide	36	47	11	5	83%	-1 ♦	+1 ♦	-2 ♦
B20	The people in my team are encouraged to come up with new and better ways of doing things	34	45	14	5	79%	-2 ♦	+2 ♦	-2 ♦

Learning and development

55%

-2 ♦ Difference from previous survey



B21	I am able to access the right learning and development opportunities when I need to	16	48	22	11	64%	-4 ♦	-1	-5 ♦
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	39	34	11	53%	-4 ♦	-1	-6 ♦
B23	There are opportunities for me to develop my career in Defra	16	41	25	13	56%	+1 ♦	+8 ♦	0
B24	Learning and development activities I have completed while working for Defra are helping me to develop my career	12	35	35	13	47%	-3 ♦	0	-6 ♦

All questions by theme

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

Inclusion and fair treatment

80%

-1 ♦ Difference from previous survey



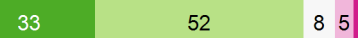
% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

B25 I am treated fairly at work



85%

0

+5 ♦

+1 ♦

B26 I am treated with respect by the people I work with



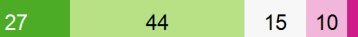
87%

-2 ♦

+2 ♦

0

B27 I feel valued for the work I do



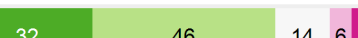
70%

-2 ♦

+3 ♦

-2 ♦

B28 I think that Defra respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)



78%

-2 ♦

+2 ♦

-2 ♦

Resources and workload

67%

-2 ♦ Difference from previous survey



B29 I get the information I need to do my job well



65%

-5 ♦

-6 ♦

-10 ♦

B30 I have clear work objectives



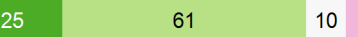
68%

-6 ♦

-8 ♦

-12 ♦

B31 I have the skills I need to do my job effectively



86%

+1

-3 ♦

-5 ♦

B32 I have the tools I need to do my job effectively



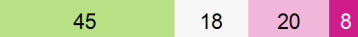
65%

-2 ♦

-6 ♦

-12 ♦

B33 I have an acceptable workload



53%

-1

-7 ♦

-13 ♦

B34 I achieve a good balance between my work life and my private life



64%

0

-5 ♦

-10 ♦

All questions by theme

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

Pay and benefits

34%

+4 ♦ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

B35 I feel that my pay adequately reflects my performance



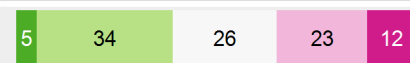
34%

+4 ♦

+3 ♦

-3 ♦

B36 I am satisfied with the total benefits package



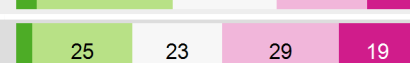
39%

+4 ♦

+3 ♦

-4 ♦

B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable



29%

+3 ♦

+2 ♦

-4 ♦

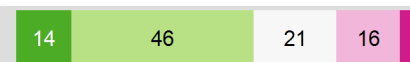
Leadership and managing change

45%

-3 ♦ Difference from previous survey



B38 Senior Civil Servants (SCS) in Defra are sufficiently visible



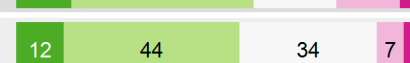
59%

-7 ♦

-2 ♦

-12 ♦

B39 I believe the actions of Senior Civil Servants (SCS) are consistent with Defra's values



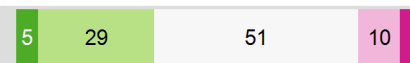
56%

-3 ♦

+3 ♦

-6 ♦

B40 I believe that ExCo has a clear vision for the future of Defra



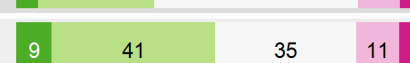
34%

-4 ♦

-13 ♦

-22 ♦

B41 Overall, I have confidence in the decisions made by Defra's Senior Civil Servants (SCS)



50%

-2 ♦

+1 ♦

-9 ♦

B42 I feel that change is managed well in Defra



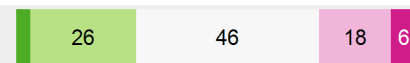
33%

+1

0

-9 ♦

B43 When changes are made in Defra they are usually for the better



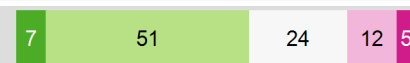
30%

+2 ♦

-5 ♦

-12 ♦

B44 Defra keeps me informed about matters that affect me



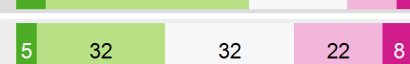
58%

-7 ♦

-1 ♦

-8 ♦

B45 I have the opportunity to contribute my views before decisions are made that affect me



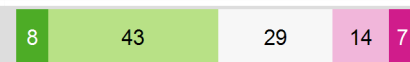
37%

-4 ♦

-3 ♦

-11 ♦

B46 I think it is safe to challenge the way things are done in Defra



50%

-3 ♦

+3 ♦

-3 ♦

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 CS2018	Difference from CS High Performers
B47 I am proud when I tell others I am part of Defra	20	43	26	8		63%	+2 ♦	-2 ♦	-7 ♦
B48 I would recommend Defra as a great place to work	19	40	27	10		60%	+3 ♦	+2 ♦	-6 ♦
B49 I feel a strong personal attachment to Defra	15	30	31	17	7	45%	-4 ♦	-7 ♦	-13 ♦
B50 Defra inspires me to do the best in my job	13	33	34	15	5	47%	-1 ♦	-3 ♦	-10 ♦
B51 Defra motivates me to help it achieve its objectives	12	33	34	15	5	46%	0	-2 ♦	-9 ♦

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B52 I believe that Senior Civil Servants (SCS) in Defra will take action on the results from this survey	10	39	29	15	7	49%	-6 ♦	0	-10 ♦
B53 Where I work, I think effective action has been taken on the results of the last survey	6	21	54	12	6	28%	-8 ♦	-8 ♦	-17 ♦

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 CS2018	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	34	55	6			90%	0	0	-1 ♦
B55 I believe I would be supported if I try a new idea, even if it may not work	23	53	15	7		76%	-1 ♦	+4 ♦	0
B56 In Defra, people are encouraged to speak up when they identify a serious policy or delivery risk	19	49	22	7		68%	-2 ♦	+1	-5 ♦
B57 I feel able to challenge inappropriate behaviour in the workplace	17	52	19	9		69%	0	+4 ♦	0
B58 Defra is committed to creating a diverse and inclusive workplace	26	53	15			79%	-1	+5 ♦	+1

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 Senior Civil Servants (SCS) in Defra actively role model the behaviours set out in the Civil Service Leadership Statement	11	41	38	7		51%	-4 ♦	+2 ♦	-6 ♦
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	23	46	23	5		69%	-1 ♦	+1 ♦	-4 ♦

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	12	48	16	20		60%	-1 ♦	+10 ♦	-5 ♦
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	8	33	30	24	5	41%	-2 ♦	-1 ♦	-10 ♦

All questions by theme

♦ indicates statistically significant difference from comparison
 ▲ 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.

	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	21	55	12	66%	0	0	-3 ♦
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	20	51	20	71%	-2 ♦	-1	-4 ♦
W03 Overall, how happy did you feel yesterday?	16	23	44	16	60%	-1	-2 ♦	-5 ♦

For question W04 the percent negative is the proportion answering 6, 7, 8, 9 or 10 to the question.

	0-1	2-3	4-5	6-10	% Negative	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	16	28	20	36	36%	+1 ♦	+4 ♦	+6 ♦

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 Defra?

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave Defra as soon as possible		7%	0	-1 ♦	-5 ♦
I want to leave Defra within the next 12 months		16%	+1	+2 ♦	-3 ♦
I want to stay working for Defra for at least the next year		41%	+2	+7 ♦	+2 ♦
I want to stay working for Defra for at least the next three years		35%	-3 ♦	-8 ♦	-17 ♦

The Civil Service Code

Differences are based on '% Yes' score

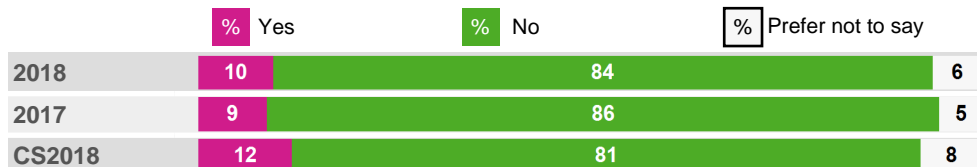
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		10	90%	-5 ♦	-2 ♦	-5 ♦
D02. Are you aware of how to raise a concern under the Civil Service Code?		40	60%	-12 ♦	-7 ♦	-13 ♦
D03. Are you confident that if you raised a concern under the Civil Service Code in Defra it would be investigated properly?		28	72%	-5 ♦	+1 ♦	-4 ♦

All questions by theme

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

Discrimination, harassment and bullying

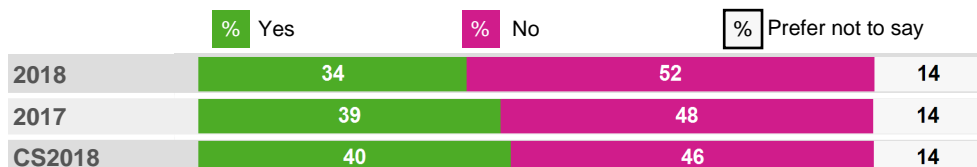
E01. During the past 12 months have you personally experienced discrimination at work?



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	54
Caring responsibilities	30
Disability	22
Ethnic background	30
Gender	64
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	106
Main spoken/written language or language ability	11
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	23
Working location	75
Working pattern	68
Any other grounds	67
Prefer not to say	22

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)

A colleague	82
Your manager	83
Another manager in my part of Defra	79
Someone you manage	22
Someone who works for another part of Defra	50
A member of the public	--
Someone else	16
Prefer not to say	38

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'



All questions by theme

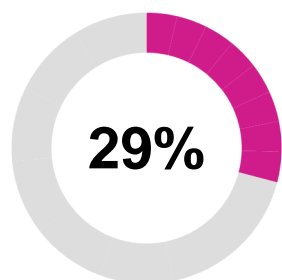
✦ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Department for Environment, Food and Rural Affairs questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I believe the changes we have been making across the Defra group will make it easier to achieve our objectives	6	36	43	13		41%	New
F02	I understand how parts of the Defra group work together to support our customers and enable our outcomes	6	50	26	15		56%	New
F03	I understand how the work I do contributes to achieving the Defra group's priorities	14	60	17	7		74%	New
F04	My leaders help me understand and choose ways of working that allow me to operate at my best	16	52	21	9		67%	New
F05	I feel heard when I make suggestions about things that will make a difference to the way I work	14	54	21	8		68%	+6 ✦
F06	I believe my organisation cares about my wellbeing	19	50	18	9	5	69%	0

Proxy Stress Index and PERMA Index

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



Difference from previous survey	+1 ♦
Difference from CS2018	0
Difference from CS High Performers	-3 ♦

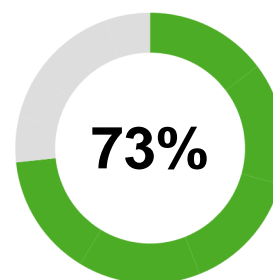
Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.

We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.

% positive

B05	I have a choice in deciding how I do my work	81%
B08	My manager motivates me to be more effective in my job	73%
B18	The people in my team can be relied upon to help when things get difficult in my job	86%
B26	I am treated with respect by the people I work with	87%
B30	I have clear work objectives	68%
B33	I have an acceptable workload	53%
B45	I have the opportunity to contribute my views before decisions are made that affect me	37%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	86%



Difference from previous survey	0
Difference from CS2018	0 ♦
Difference from CS High Performers	-2 ♦

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.

The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index. A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

% positive

B01	I am interested in my work	91%
B03	My work gives me a sense of personal accomplishment	75%
B18	The people in my team can be relied upon to help when things get difficult in my job	86%
W01	Overall, how satisfied are you with your life nowadays?	66%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	71%

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 2017 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.
CS2018	The CS2018 benchmark is the median percent positive across all organisations that participated in the 2018 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 2018 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. Therefore in some instances, the differences presented in this report will not match the rounded figures of the scores being compared. For example, if your unrounded Engagement Index score is 75.43647583%, your organisation overall's score is 74.63572484% and the difference between the two is +0.800751%, in this report these scores would appear as 75%, 75% and +1.

Statistical significance: ✧

Statistical testing has been carried out to identify statistically significant* differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results.

*Note, there needs to be 30 responses at question level, 20 responses at theme level or 10 responses at index level for statistical testing to be carried out on the corresponding scores.

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. A statistical technique (a form of regression) is used to identify the extent to which each question in the survey has an association with engagement. Questions identified as having an association are called 'Drivers of engagement': page 3 of this report shows the questions that had the strongest association with engagement in this unit.

Confidentiality

The survey was carried out as part of the 2018 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.

ORC's Privacy Policy (www.orcinternational.co.uk/privacy) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.