


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.

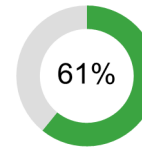
## Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		38%	+3	-5	-12
My work		77%	+2	+2	-1
Learning and development		52%	+7	+3	-3
My manager		70%	+2	+3	-1
Pay and benefits		26%	-4	-2	-9
Resources and workload		74%	+2	0	-3
Organisational objectives and purpose		78%	+1	-5	-10
Inclusion and fair treatment		77%	+1	+2	-1
My team		82%	+1	+3	0

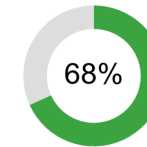
 Strength of association with engagement

 Statistically significant difference from comparison

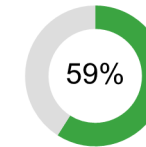
## Wellbeing



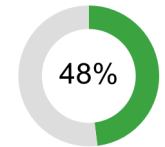
Overall, how satisfied are you with your life nowadays?



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

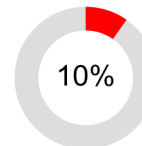


Overall, how happy did you feel yesterday?

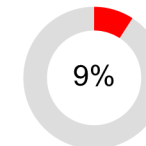


No or low anxiety yesterday

## Discrimination, bullying and harassment

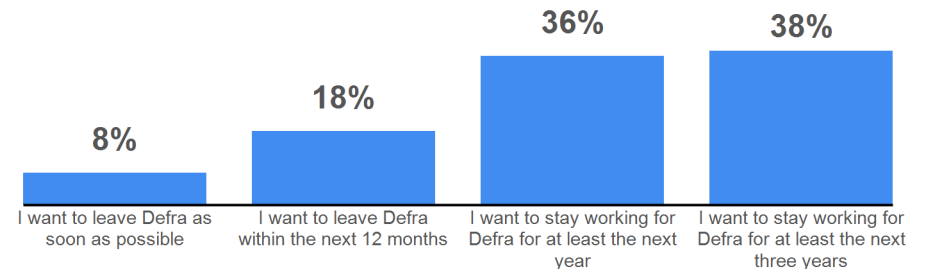


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future



All questions by theme

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

My work

**77%** +2
   
 Difference from previous survey



Strength of association with engagement



**% Positive**
  
 Difference from previous survey
   
 Difference from CS2014
   
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	40	50	6	1	3	90%	+2 ♦	0	-3 ♦
B02 I am sufficiently challenged by my work	36	46	10	7	1	82%	+2 ♦	+3 ♦	-1
B03 My work gives me a sense of personal accomplishment	25	51	13	9	2	75%	+2 ♦	0	-3 ♦
B04 I feel involved in the decisions that affect my work	16	44	20	15	5	60%	0	+3 ♦	-2 ♦
B05 I have a choice in deciding how I do my work	27	53	12	5	3	80%	+2 ♦	+6 ♦	+1

Organisational objectives and purpose

**78%** +1
   
 Difference from previous survey



Strength of association with engagement



**% Positive**
  
 Difference from previous survey
   
 Difference from CS2014
   
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of Defra's purpose	18	60	14	7	3	78%	+1	-8 ♦	-13 ♦
B07 I have a clear understanding of Defra's objectives	17	59	16	7	1	76%	+1 ♦	-5 ♦	-10 ♦
B08 I understand how my work contributes to Defra's objectives	23	57	14	5	3	80%	+1 ♦	-4 ♦	-8 ♦

All questions by theme

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

My manager

**70%** +2  
 Difference from previous survey



Strength of association with engagement



**% Positive**  
 Difference from previous survey  
 Difference from CS2014  
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	26	46	16	9	9	72%	+2 ◇	+4 ◇	0
B10 My manager is considerate of my life outside work	44	41	9	9	9	86%	+1	+5 ◇	0
B11 My manager is open to my ideas	39	46	9	9	9	86%	0	+6 ◇	+1 ◇
B12 My manager helps me to understand how I contribute to Defra's objectives	18	45	26	9	9	63%	+1	-1 ◇	-6 ◇
B13 Overall, I have confidence in the decisions made by my manager	31	46	14	5	5	78%	+2 ◇	+4 ◇	+1
B14 My manager recognises when I have done my job well	34	48	11	5	5	82%	0	+4 ◇	+1 ◇
B15 I receive regular feedback on my performance	21	46	18	12	12	67%	+3 ◇	+2 ◇	-2 ◇
B16 The feedback I receive helps me to improve my performance	20	45	23	9	9	65%	+4 ◇	+4 ◇	-1
B17 I think that my performance is evaluated fairly	17	43	23	11	6	60%	+1	-3 ◇	-7 ◇
B18 Poor performance is dealt with effectively in my team	9	34	40	10	6	43%	+3 ◇	+4 ◇	0

My team

**82%** +1  
 Difference from previous survey



Strength of association with engagement



**% Positive**  
 Difference from previous survey  
 Difference from CS2014  
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	36	49	10	9	9	85%	-1	+1 ◇	-2 ◇
B20 The people in my team work together to find ways to improve the service we provide	32	51	11	9	9	83%	+1	+3 ◇	0
B21 The people in my team are encouraged to come up with new and better ways of doing things	28	51	15	9	9	79%	+2 ◇	+5 ◇	+1 ◇



## All questions by theme

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

### Learning and development

**52%** +7

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	14	53	22	8		67%	+8 ◇	+5 ◇	0
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	44	32	9		56%	+10 ◇	+5 ◇	-1
B24	There are opportunities for me to develop my career in Defra	8	33	28	20	11	41%	+5 ◇	-1	-8 ◇
B25	Learning and development activities I have completed while working for Defra are helping me to develop my career	9	36	35	14	5	46%	+5 ◇	+3 ◇	-3 ◇

### Inclusion and fair treatment

**77%** +1

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 CS2014	Difference from CS High Performers
B26	I am treated fairly at work	27	54	11	5		81%	+1	+2 ◇	-1 ◇
B27	I am treated with respect by the people I work with	34	52	8			86%	0	+2 ◇	-1
B28	I feel valued for the work I do	20	46	18	12		66%	+1	+2 ◇	-3 ◇
B29	I think that Defra respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	25	51	16			76%	+2 ◇	+2 ◇	-2 ◇

All questions by theme


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

**Resources and workload** **74%** +2

Difference from previous survey  Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	20	61	10	7	7	82%	0	-2 ◆	-5 ◆
B31 I get the information I need to do my job well	14	57	18	9	9	72%	+1 ◆	+2 ◆	-2 ◆
B32 I have clear work objectives	20	57	15	7	7	77%	0	+1 ◆	-3 ◆
B33 I have the skills I need to do my job effectively	24	64	9	1	1	88%	+2 ◆	-1 ◆	-3 ◆
B34 I have the tools I need to do my job effectively	16	62	15	6	6	77%	+6 ◆	+6 ◆	+2 ◆
B35 I have an acceptable workload	9	50	17	17	8	58%	+4 ◆	-1	-8 ◆
B36 I achieve a good balance between my work life and my private life	17	50	16	13	5	66%	+1	0	-8 ◆

**Pay and benefits** **26%** -4

Difference from previous survey  Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	25	21	31	20	2	28%	-4 ◆	-2 ◆	-9 ◆
B38 I am satisfied with the total benefits package	26	26	28	17	3	29%	-4 ◆	-3 ◆	-11 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	20	25	30	23	2	22%	-5 ◆	-2 ◆	-9 ◆

## All questions by theme

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

### Leadership and Managing Change

**38%** +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40	I feel that Defra as a whole is managed well	37	34	19	7	39%	+4 ♦	-6 ♦	-17 ♦	
B41	Senior Civil Servants (SCS) in Defra are sufficiently visible	7	47	25	15	6	54%	+5 ♦	+1 ♦	-8 ♦
B42	I believe the actions of Senior Civil Servants (SCS) are consistent with Defra's values	5	39	42	10	44%	+3 ♦	-4 ♦	-12 ♦	
B43	I believe that the Executive Committee has a clear vision for the future of Defra	25	49	15	7	28%	0	-17 ♦	-25 ♦	
B44	Overall, I have confidence in the decisions made by Defra's Senior Civil Servants (SCS)	33	42	14	7	37%	+3 ♦	-7 ♦	-14 ♦	
B45	I feel that change is managed well in Defra	25	37	28	9	26%	+4 ♦	-5 ♦	-12 ♦	
B46	When changes are made in Defra they are usually for the better	16	47	25	9	18%	+2 ♦	-11 ♦	-19 ♦	
B47	Defra keeps me informed about matters that affect me	5	55	27	9	60%	+2 ♦	+2 ♦	-4 ♦	
B48	I have the opportunity to contribute my views before decisions are made that affect me	29	35	23	10	32%	+1 ♦	-3 ♦	-10 ♦	
B49	I think it is safe to challenge the way things are done in Defra	36	34	17	8	41%	+3 ♦	0	-7 ♦	

## 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 CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of Defra	9	39	34	14	7	48%	+4 ♦	-10 ♦	-17 ♦
B51 I would recommend Defra as a great place to work	8	34	35	17	6	42%	+6 ♦	-7 ♦	-18 ♦
B52 I feel a strong personal attachment to Defra	9	33	32	19	7	42%	+3 ♦	-6 ♦	-12 ♦
B53 Defra inspires me to do the best in my job	7	29	40	18	7	36%	+4 ♦	-9 ♦	-15 ♦
B54 Defra motivates me to help it achieve its objectives	5	28	40	20	7	33%	+4 ♦	-9 ♦	-16 ♦

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that Senior Civil Servants (SCS) in Defra will take action on the results from this survey	7	38	31	15	9	45%	+5 ♦	0	-8 ♦
B56 I believe that managers where I work will take action on the results from this survey	16	47	22	10	5	63%	+4 ♦	+7 ♦	+2 ♦
B57 Where I work, I think effective action has been taken on the results of the last survey	11	33	38	12	6	44%	+8 ♦	+9 ♦	+4 ♦





All questions by theme

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

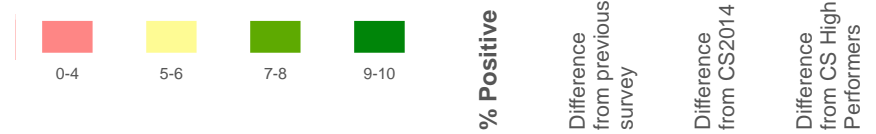
Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	29	56	9			86%	-1	-3 ◇	-5 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	17	55	18	7		72%	+1 ◇	+3 ◇	0
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	17	50	21	8		67%	-2 ◇	+1 ◇	-4 ◇
B61 When I talk about Defra I say "we" rather than "they"	20	51	20	6		71%	+2 ◇	+3 ◇	-7 ◇
B62 I have some really good friendships at work	23	47	21	8		70%	-2 ◇	-6 ◇	-10 ◇

All questions by theme

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

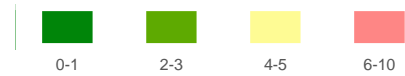
Wellbeing



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

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	15	24	50	11	61%	+2 ♦	-3 ♦	-6 ♦
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	22	51	18	68%	+2 ♦	-1 ♦	-4 ♦
W03 Overall, how happy did you feel yesterday?	18	23	44	15	59%	+2 ♦	-1 ♦	-4 ♦
W04 Overall, how anxious did you feel yesterday?	19	29	22	30	48%	+1	-2 ♦	-5 ♦



## All questions by theme

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

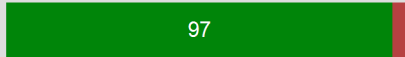


### Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for Defra?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave Defra as soon as possible		8%	-1	0 ◇	-2 ◇
I want to leave Defra within the next 12 months		18%	+2 ◇	+4 ◇	0
I want to stay working for Defra for at least the next year		36%	+3 ◇	+5 ◇	-1 ◇
I want to stay working for Defra for at least the next three years		38%	-4 ◇	-9 ◇	-16 ◇

### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			97%	+3 ◇	+7 ◇	+3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			69%	+6 ◇	+5 ◇	-3 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Defra it would be investigated properly?			70%	+1	+1 ◇	-4 ◇

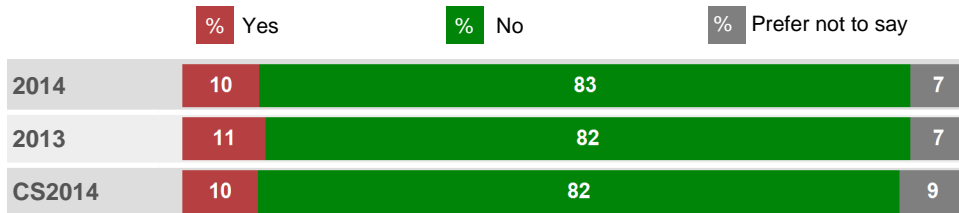


## All questions by theme

◆ 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?



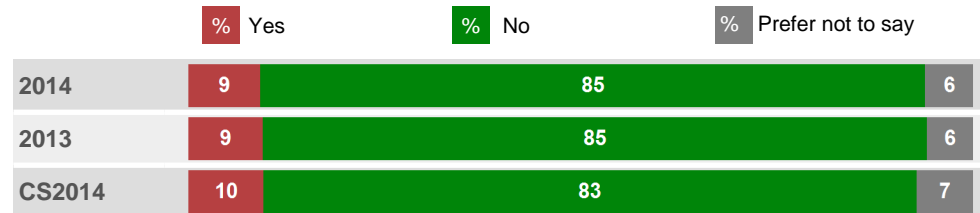
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

	Response Count	
Age	24	
Caring responsibilities	12	
Disability	24	
Ethnic background	16	
Gender	25	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	58	
Main spoken/written language or language ability	11	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	11	
Working location	34	
Working pattern	37	
Any other grounds	32	
Prefer not to say	18	

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

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



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	47	
Your manager	48	
Another manager in my part of Defra	46	
Someone you manage	12	
Someone who works for another part of Defra	19	
A member of the public	--	
Someone else	--	
Prefer not to say	19	

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

### Defra questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey		
F01	'One business' will make a difference to the way I work	5	28	47	15	5	33%	--		
F02	I believe Defra's Senior Civil Servants (SCS) give time to identifying and developing talented people at all levels^		22	39	26	10	25%	-1		
F03	I have sufficient learning opportunities relevant to my profession which help with my career development	7	44	30	14	5	51%	--		
F04	The Executive Committee (Exco) provide effective leadership		19	55	16	8	21%	--		
F05	Defra's Senior Civil Servants (SCS) provide effective leadership		34	44	13	6	38%	-2 ✦		
F06	Has the Defra leadership portal helped you develop your leadership skills (staff who have not used the portal should answer 'don't know')	Yes: 9%			No: 16%		Don't know: 75%		9%	--
F07	I believe Defra cares about the wellbeing of its staff	8	50	27	11	5	57%	+7 ✦		

## 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 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

### The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

### The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association  
with engagement




  
 the analysis has not identified a  
 significant association with engagement

### Confidentiality

The survey was carried out as part of the 2014 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 less 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.