

Defra

Returns: 1,981

Response rate: 79%

## Your engagement index

# 54%

Difference from  
previous survey

-1 ✧

Difference from  
CS2010

-2 ✧

Difference from CS High  
Performers

-8 ✧

See the appendix for further details

### The three elements of engagement and their component questions are:

#### Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2010
B50. I am proud when I tell others I am part of Defra	48%	0	-7 ✧
B51. I would recommend Defra as a great place to work	40%	-4 ✧	-2 ✧

#### Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to Defra	43%	+1	-4 ✧
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#### Strive: motivated to do the best for the organisation...










B53. Defra inspires me to do the best in my job	35%	-1	-4 ✧
B54. Defra motivates me to help it achieve its objectives	33%	-1	-3 ✧

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

## Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these 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.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change		37%	+2	0	-9 ✧
My work		75%	-2 ✧	+4 ✧	0
Learning and development		42%	-10 ✧	-2 ✧	-7 ✧
Pay and benefits		41%	-8 ✧	+4 ✧	-2 ✧
My line manager		65%	+2 ✧	+1 ✧	-3 ✧
Organisational objectives and purpose		75%	-2 ✧	-6 ✧	-11 ✧
Resources and workload		74%	+2	+1 ✧	-3 ✧
My team		81%	-1	+4 ✧	0 ✧
Inclusion and fair treatment		75%	-1	+2 ✧	-1 ✧




✧ = Statistically significant difference from comparison

# Top three key driver themes in more detail

The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Diff. from CS2010
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>			
B47. Defra keeps me informed about matters that affect me	62%	+1	+8 ◇
B41. Senior Civil Servants (SCS) in Defra are sufficiently visible	49%	+4 ◇	+4 ◇
B45. I feel that change is managed well in Defra	29%	+5 ◇	+2 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	34%	+3 ◇	+2 ◇
B49. I think it is safe to challenge the way things are done in Defra	40%	+3 ◇	0
B42. I believe the actions of Senior Civil Servants (SCS) are consistent with Defra's values	37%	+4 ◇	-2 ◇
B40. I feel that Defra as a whole is managed well	38%	+2	-3 ◇
B46. When changes are made in Defra they are usually for the better	20%	-2	-3 ◇
B44. Overall, I have confidence in the decisions made by Defra's Senior Civil Servants (SCS)	32%	+1	-4 ◇
B43. I believe that the Management Board has a clear vision for the future of Defra	31%	-1	-4 ◇
<b>My work</b> <span style="float: right;">Strength of association with engagement: </span>			
B05. I have a choice in deciding how I do my work	78%	0	+8 ◇
B04. I feel involved in the decisions that affect my work	56%	-4 ◇	+7 ◇
B02. I am sufficiently challenged by my work	78%	-3 ◇	+5 ◇
B03. My work gives me a sense of personal accomplishment	74%	-2	+2 ◇
B01. I am interested in my work	90%	-1	+2 ◇
<b>Learning and development</b> <span style="float: right;">Strength of association with engagement: </span>			
B25. Learning and development activities I have completed while working for Defra are helping me to develop my career	42%	-7 ◇	+1 ◇
B24. There are opportunities for me to develop my career in Defra	28%	-16 ◇	0
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	45%	-8 ◇	-3 ◇
B22. I am able to access the right learning and development opportunities when I need to	51%	-9 ◇	-4 ◇

# All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>My work</b>									
Strength of association with engagement									
B01. I am interested in my work	42	48	7			90%	-1	+2 ◇	-1 ◇
B02. I am sufficiently challenged by my work	32	46	11	9		78%	-3 ◇	+5 ◇	0
B03. My work gives me a sense of personal accomplishment	24	50	15	9		74%	-2	+2 ◇	-2 ◇
B04. I feel involved in the decisions that affect my work	12	44	21	17	6	56%	-4 ◇	+7 ◇	-1
B05. I have a choice in deciding how I do my work	22	56	13	6		78%	0	+8 ◇	+2 ◇
<b>Organisational objectives and purpose</b>									
Strength of association with engagement									
B06. I have a clear understanding of Defra's purpose	17	61	15	6		77%	-1	-7 ◇	-12 ◇
B07. I have a clear understanding of Defra's objectives	14	57	19	8		71%	-4 ◇	-6 ◇	-14 ◇
B08. I understand how my work contributes to Defra's objectives	21	57	15	6		77%	-2	-3 ◇	-9 ◇

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>My line manager</b>									
:Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	20	46	19	11	4	67%	+2	+5 ◇	0
B10. My manager is considerate of my life outside work	38	47	10			84%	+4 ◇	+6 ◇	+2 ◇
B11. My manager is open to my ideas	35	47	11	5		82%	0	+5 ◇	+1 ◇
B12. My manager helps me to understand how I contribute to Defra's objectives	15	43	29	11		58%	+1	0	-6 ◇
B13. Overall, I have confidence in the decisions made by my manager	25	49	16	7		74%	+3 ◇	+6 ◇	0
B14. My manager recognises when I have done my job well	30	51	12	6		80%	+4 ◇	+3 ◇	0
B15. I receive regular feedback on my performance	15	45	22	15		60%	+5 ◇	0	-6 ◇
B16. The feedback I receive helps me to improve my performance	15	44	27	11		58%	+2	+1 ◇	-3 ◇
B17. I think that my performance is evaluated fairly	12	39	23	15	10	51%	+4 ◇	-11 ◇	-16 ◇
B18. Poor performance is dealt with effectively in my team	7	30	40	15	8	37%	0	0	-4 ◇
<b>My team</b>									
:Strength of association with engagement									
B19. The people in my team can be relied upon to help when things get difficult in my job	29	55	10	4		85%	0	+1 ◇	-1 ◇
B20. The people in my team work together to find ways to improve the service we provide	26	54	14	4		80%	-2	+2 ◇	-1 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	25	53	15	5		78%	0	+8 ◇	+3 ◇

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>Learning and development</b>									
:Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	8	44	27	17	4	51%	-9 ◇	-4 ◇	-12 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	37	39	13		45%	-8 ◇	-3 ◇	-8 ◇
B24. There are opportunities for me to develop my career in Defra	4	24	27	27	17	28%	-16 ◇	0	-8 ◇
B25. Learning and development activities I have completed while working for Defra are helping me to develop my career	6	36	33	18	6	42%	-7 ◇	+1 ◇	-4 ◇
<b>Inclusion and fair treatment</b>									
:Strength of association with engagement									
B26. I am treated fairly at work	21	57	12	7		78%	-1	0	-3 ◇
B27. I am treated with respect by the people I work with	27	60	9			87%	-1	+3 ◇	0
B28. I feel valued for the work I do	15	47	20	14	5	62%	-2	+2 ◇	-3 ◇
B29. I think that Defra respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	21	53	16	7		74%	0	+3 ◇	-1 ◇

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>Resources and workload</b>									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	19	62	12	6		81%	+1	-1 ◇	-5 ◇
B31. I get the information I need to do my job well	13	57	20	8		70%	+4 ◇	+3 ◇	0
B32. I have clear work objectives	17	58	15	8		75%	-1	+1	-4 ◇
B33. I have the skills I need to do my job effectively	22	65	9			87%	+1	-1 ◇	-3 ◇
B34. I have the tools I need to do my job effectively	15	62	15	6		77%	+3 ◇	+5 ◇	+1 ◇
B35. I have an acceptable workload	8	53	18	15	6	61%	+2	-1	-6 ◇
B36. I achieve a good balance between my work life and my private life	15	52	16	13	4	67%	+3 ◇	-3 ◇	-6 ◇
<b>Pay and benefits</b>									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	4	39	22	24	11	44%	-4 ◇	+6 ◇	-1 ◇
B38. I am satisfied with the total benefits package	5	36	28	21	10	41%	-12 ◇	+2 ◇	-6 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	33	26	25	12	37%	-7 ◇	+6 ◇	-2 ◇

# All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>Leadership and managing change</b>									
■ ■ ■ :Strength of association with engagement									
B40. I feel that Defra as a whole is managed well	35		33	19	10	38%	+2	-3 ◇	-15 ◇
B41. Senior Civil Servants (SCS) in Defra are sufficiently visible	6	43	26	18	7	49%	+4 ◇	+4 ◇	-11 ◇
B42. I believe the actions of Senior Civil Servants (SCS) are consistent with Defra's values	4	33	44	11	7	37%	+4 ◇	-2 ◇	-15 ◇
B43. I believe that the Management Board has a clear vision for the future of Defra	4	27	44	17	8	31%	-1	-4 ◇	-16 ◇
B44. Overall, I have confidence in the decisions made by Defra's Senior Civil Servants (SCS)		28	41	18	10	32%	+1	-4 ◇	-16 ◇
B45. I feel that change is managed well in Defra		27	31	28	11	29%	+5 ◇	+2 ◇	-10 ◇
B46. When changes are made in Defra they are usually for the better		18	41	28	11	20%	-2	-3 ◇	-12 ◇
B47. Defra keeps me informed about matters that affect me	6	56	25	9	4	62%	+1	+8 ◇	0
B48. I have the opportunity to contribute my views before decisions are made that affect me		31	31	25	10	34%	+3 ◇	+2 ◇	-5 ◇
B49. I think it is safe to challenge the way things are done in Defra	4	36	31	20	9	40%	+3 ◇	0	-7 ◇

# All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

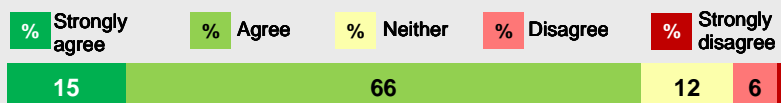
◇ indicates statistically significant difference from comparison

	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of Defra	8	40	35	13	4	48%	0	-7 ◇	-17 ◇
B51. I would recommend Defra as a great place to work	6	33	36	18	7	40%	-4 ◇	-2 ◇	-12 ◇
B52. I feel a strong personal attachment to Defra	9	33	32	18	7	43%	+1	-4 ◇	-11 ◇
B53. Defra inspires me to do the best in my job	6	29	40	19	6	35%	-1	-4 ◇	-14 ◇
B54. Defra motivates me to help it achieve its objectives	5	28	40	20	7	33%	-1	-3 ◇	-13 ◇
<b>Taking action</b>									
B55. I believe that Senior Civil Servants (SCS) in Defra will take action on the results from this survey	4	33	32	20	10	37%	0	0	-10 ◇
B56. I believe that managers where I work will take action on the results from this survey	9	42	28	14	6	52%	-3 ◇	+5 ◇	-1 ◇

# All questions by theme

## Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

82%	2010 % Positive
-1	Difference from previous survey
-1 ✧	Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

64%	2010 % Yes
-26 ✧	Difference from previous survey
-14 ✧	Difference from CS2010

## Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for Defra?

		Difference from previous survey	Difference from CS2010
I want to leave Defra as soon as possible	5%	-1	-2 ✧
I want to leave Defra within the next 12 months	14%	+2 ✧	+3 ✧
I want to stay working for Defra for at least the next year	29%	-4 ✧	+2 ✧
I want to stay working for Defra for at least the next three years	52%	+3 ✧	-3 ✧

## The Civil Service Code

Differences are based on '% Yes' score

		Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	91% Yes, 9% No	+3 ✧	+10 ✧
E02. Are you aware of how to raise a concern under the Civil Service Code?	53% Yes, 47% No	+6 ✧	0
E03. Are you confident that if you raised a concern under the Civil Service Code in Defra it would be investigated properly?	64% Yes, 36% No	+4 ✧	+2 ✧

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

# All questions by theme

## Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?



% Yes

12% | Previous survey

10% <sup>^</sup> | CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



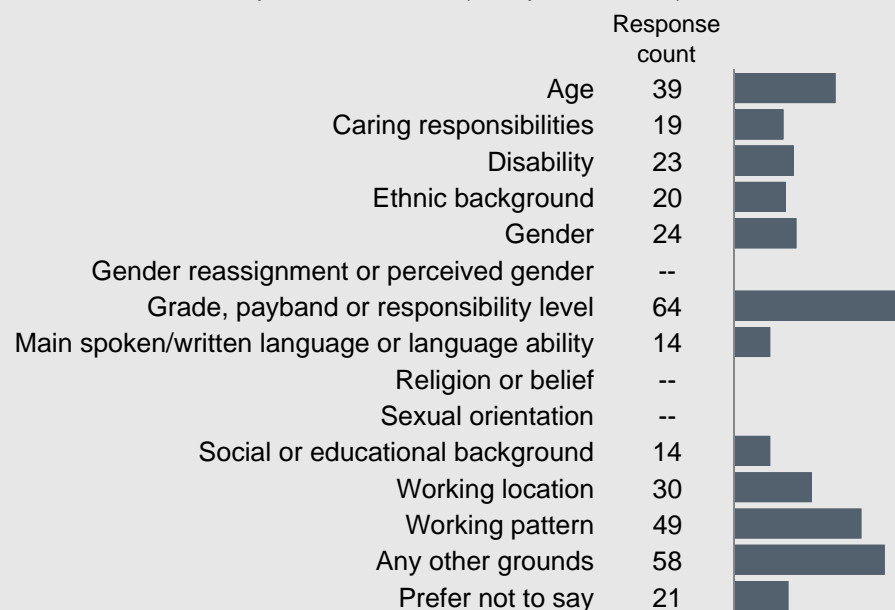
% Yes

11% | Previous survey

10% <sup>^</sup> | CS2010

For respondents who selected 'Yes' to question F01.

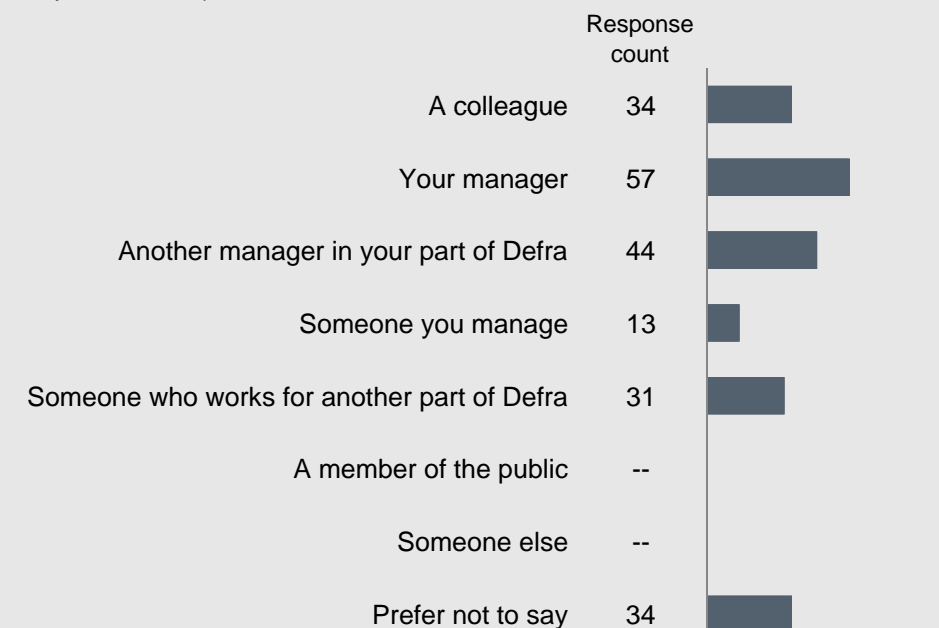
F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

For respondents who selected 'Yes' to question F03.

F04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)



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

<sup>^</sup> indicates a variation in question wording from your previous survey

<sup>^</sup> indicates statistically significant difference from comparison

# All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey
<b>Defra questions</b>							
G01. Defra's Senior Civil Servants (SCS) provide effective leadership	35	38	16	7	38%	+2	
G02. Defra's Senior Civil Servants (SCS) give time to identifying and developing talented people at all levels	18	41	28	11	20%	-2 ◇	
G03. I have sufficient opportunity to contribute my views before changes are made which affect my job	4	31	31	26	9	34%	-3 ◇
G04. My Activity Manager keeps me informed of changes that are going to be made across Defra	12	54	20	11	67%	+2 ◇	
G05. I receive the appropriate support to develop my skills for the future	6	41	31	18	5	47%	-
G06. The Management Board are effective in delivering results	22	54	15	8	24%	0	
G07. The Management Board take clear cut decisions on critical issues	24	51	15	7	26%	+2	
G08. I believe Defra cares about the wellbeing of its staff	6	41	30	14	9	47%	-2
G09. I feel passionate about the work I do	18	42	25	11	4	61%	-
G10. For Activity Managers only: The people I manage have the right skills they need to deliver their objectives	10	60	19	10	69%	-3 ◇	

# Appendix

## Glossary of key terms

<b>% positive</b>	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> ).
<b>Previous survey</b>	Comparisons to the previous survey relate to the results from the 2009 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.
<b>CS2010</b>	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 Civil Service People Survey.
<b>CS High Performers</b>	For each question, this is the upper quartile score across all organisations that have taken part in the 2010 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: ✧

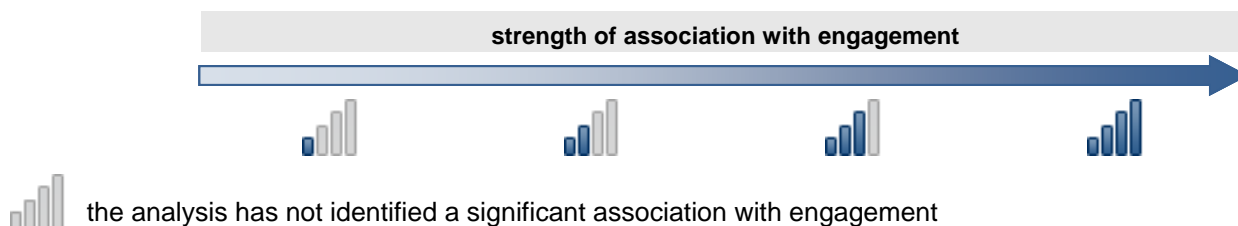
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



## Confidentiality

This survey was carried out as part of the 2010 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the 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 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.