

Ministry of Defence

Returns: 32,617

Response rate: 43%

Your engagement index

58%

Difference from
previous survey

-1 ✧

Difference from
CS2010

+1 ✧

Difference from CS High
Performers

-4 ✧

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 MOD	56%	-2 ✧	+2 ✧
B51. I would recommend MOD as a great place to work	40%	-5 ✧	-1 ✧

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

B52. I feel a strong personal attachment to MOD	55%	+3 ✧	+9 ✧
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Strive: motivated to do the best for the organisation...










B53. The MOD inspires me to do the best in my job	39%	0	0
B54. The MOD motivates me to help it achieve its objectives	34%	0	-2 ✧

✧ = 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		25%	-1 ✧	-12 ✧	-21 ✧
My work		73%	-1 ✧	+2 ✧	-2 ✧
My line manager		61%	0	-3 ✧	-6 ✧
Resources and workload		72%	+2 ✧	-1 ✧	-5 ✧
Organisational objectives and purpose		80%	+2 ✧	-1 ✧	-7 ✧
Learning and development		51%	-7 ✧	+7 ✧	+1 ✧
Pay and benefits		39%	0	+2 ✧	-3 ✧
My team		74%	-1 ✧	-3 ✧	-6 ✧
Inclusion and fair treatment		74%	-1 ✧	+1 ✧	-2 ✧


✧ = 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
Leadership and managing change		Strength of association with engagement: 	
B49. I think it is safe to challenge the way things are done in MOD	35%	0	-4 ✧
B47. The MOD keeps me informed about matters that affect me	45%	+2 ✧	-10 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	22%	-1 ✧	-10 ✧
B45. I feel that change is managed well in MOD	16%	-1 ✧	-11 ✧
B46. When changes are made in MOD they are usually for the better	12%	-2 ✧	-11 ✧
B42. I believe the actions of Senior managers/leaders are consistent with MOD's values	28%	0	-12 ✧
B43. I believe that the Defence Board has a clear vision for the future of MOD	21%	-2 ✧	-15 ✧
B44. Overall, I have confidence in the decisions made by MOD's Senior managers/leaders^	20%	-1 ✧	-16 ✧
B41. Senior managers/leaders in MOD are sufficiently visible	27%	+2 ✧	-18 ✧
B40. I feel that MOD as a whole is managed well	23%	-3 ✧	-18 ✧

My work		Strength of association with engagement: 	
B04. I feel involved in the decisions that affect my work	55%	-4 ✧	+6 ✧
B05. I have a choice in deciding how I do my work	74%	0	+4 ✧
B02. I am sufficiently challenged by my work	75%	-1 ✧	+2 ✧
B03. My work gives me a sense of personal accomplishment	73%	-1 ✧	+1 ✧
B01. I am interested in my work	89%	0	+1 ✧

My line manager		Strength of association with engagement: 	
B18. Poor performance is dealt with effectively in my team	39%	-2 ✧	+2 ✧
B17. I think that my performance is evaluated fairly	62%	+1	0
B11. My manager is open to my ideas	77%	0	0
B13. Overall, I have confidence in the decisions made by my manager	67%	0	-1 ✧
B14. My manager recognises when I have done my job well	75%	+1 ✧	-2 ✧
B10. My manager is considerate of my life outside work	76%	+2 ✧	-2 ✧
B09. My manager motivates me to be more effective in my job	59%	+1 ✧	-3 ✧
B16. The feedback I receive helps me to improve my performance	52%	0	-5 ✧
B15. I receive regular feedback on my performance	54%	+1 ✧	-6 ✧
B12. My manager helps me to understand how I contribute to MOD's objectives	52%	+1 ✧	-6 ✧

All questions by theme

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

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






	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My work									
Strength of association with engagement									
B01. I am interested in my work	41	48	7			89%	0	+1 ✧	-2 ✧
B02. I am sufficiently challenged by my work	29	47	13	9		75%	-1 ✧	+2 ✧	-3 ✧
B03. My work gives me a sense of personal accomplishment	25	48	16	9		73%	-1 ✧	+1 ✧	-3 ✧
B04. I feel involved in the decisions that affect my work	14	41	21	17	7	55%	-4 ✧	+6 ✧	-2 ✧
B05. I have a choice in deciding how I do my work	21	53	15	8		74%	0	+4 ✧	-2 ✧
Organisational objectives and purpose									
Strength of association with engagement									
B06. I have a clear understanding of MOD's purpose	23	60	12	4		83%	+2 ✧	-1 ✧	-7 ✧
B07. I have a clear understanding of MOD's objectives	18	58	17	6		77%	+2 ✧	-1 ✧	-9 ✧
B08. I understand how my work contributes to MOD's objectives	22	59	14	4		81%	+2 ✧	0	-5 ✧

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
My line manager									
 :Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	14	45	24	13	5	59%	+1 ◇	-3 ◇	-8 ◇
B10. My manager is considerate of my life outside work	30	46	15	6		76%	+2 ◇	-2 ◇	-7 ◇
B11. My manager is open to my ideas	26	51	14	6		77%	0	0	-4 ◇
B12. My manager helps me to understand how I contribute to MOD's objectives	11	41	33	11	4	52%	+1 ◇	-6 ◇	-12 ◇
B13. Overall, I have confidence in the decisions made by my manager	20	47	19	8	5	67%	0	-1 ◇	-7 ◇
B14. My manager recognises when I have done my job well	24	50	16	7		75%	+1 ◇	-2 ◇	-5 ◇
B15. I receive regular feedback on my performance	13	41	25	16	5	54%	+1 ◇	-6 ◇	-11 ◇
B16. The feedback I receive helps me to improve my performance	12	40	32	12	4	52%	0	-5 ◇	-9 ◇
B17. I think that my performance is evaluated fairly	14	48	25	9	4	62%	+1	0	-4 ◇
B18. Poor performance is dealt with effectively in my team	7	32	35	17	9	39%	-2 ◇	+2 ◇	-2 ◇
My team									
 :Strength of association with engagement									
B19. The people in my team can be relied upon to help when things get difficult in my job	26	53	13	6		79%	0	-4 ◇	-6 ◇
B20. The people in my team work together to find ways to improve the service we provide	24	52	16	7		76%	-1 ◇	-3 ◇	-6 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	21	47	20	9		68%	-1 ◇	-2 ◇	-7 ◇

All questions by theme

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	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2010</div></div>	<div><div>Difference from CS High Performers</div></div>
Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	10	53	20	12	4	64%	-7 ✧	+9 ✧	+1 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	39	36	13	4	47%	-6 ✧	-1 ✧	-5 ✧
B24. There are opportunities for me to develop my career in MOD	7	36	27	19	10	44%	-9 ✧	+15 ✧	+8 ✧
B25. Learning and development activities I have completed while working for MOD are helping me to develop my career	8	39	33	14	6	48%	-5 ✧	+6 ✧	+1 ✧
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	23	58	12	5		81%	-2 ✧	+3 ✧	0
B27. I am treated with respect by the people I work with	25	58	11	4		83%	-1 ✧	0	-3 ✧
B28. I feel valued for the work I do	16	45	23	12	4	61%	-2 ✧	+1 ✧	-4 ✧
B29. I think that MOD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	15	54	23	5		70%	0	-1 ✧	-6 ✧

All questions by theme

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

























	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Resources and workload									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	21	62	10	5		83%	+1 ◇	+1 ◇	-3 ◇
B31. I get the information I need to do my job well	11	53	23	11		64%	+5 ◇	-3 ◇	-7 ◇
B32. I have clear work objectives	15	57	17	8		72%	0	-2 ◇	-7 ◇
B33. I have the skills I need to do my job effectively	24	63	10			87%	0	-2 ◇	-4 ◇
B34. I have the tools I need to do my job effectively	13	54	18	12		67%	+3 ◇	-4 ◇	-8 ◇
B35. I have an acceptable workload	9	54	18	14	5	62%	0	+1 ◇	-5 ◇
B36. I achieve a good balance between my work life and my private life	15	55	17	10	4	70%	+1 ◇	0	-4 ◇
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	4	38	23	25	10	42%	+1 ◇	+4 ◇	-3 ◇
B38. I am satisfied with the total benefits package	5	37	28	21	9	42%	-2 ◇	+3 ◇	-5 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	30	24	28	14	34%	0	+3 ◇	-5 ◇

All questions by theme

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	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	% Pos	Differen previous	Differen CS2010	Differen CS High Perform
Leadership and managing change									
 :Strength of association with engagement									
B40. I feel that MOD as a whole is managed well	<div><div>22</div></div>	<div><div>34</div></div>	<div><div>32</div></div>	<div><div>11</div></div>	23%	-3 	-18 	-30 	
B41. Senior managers/leaders in MOD are sufficiently visible	<div><div>25</div></div>	<div><div>30</div></div>	<div><div>30</div></div>	<div><div>12</div></div>	27%	+2 	-18 	-32 	
B42. I believe the actions of Senior managers/leaders are consistent with MOD's values	<div><div>26</div></div>	<div><div>45</div></div>	<div><div>19</div></div>	<div><div>8</div></div>	28%	0	-12 	-24 	
B43. I believe that the Defence Board has a clear vision for the future of MOD	<div><div>19</div></div>	<div><div>46</div></div>	<div><div>23</div></div>	<div><div>11</div></div>	21%	-2 	-15 	-26 	
B44. Overall, I have confidence in the decisions made by MOD's Senior managers/leaders^	<div><div>18</div></div>	<div><div>40</div></div>	<div><div>27</div></div>	<div><div>13</div></div>	20%	-1 	-16 	-27 	
B45. I feel that change is managed well in MOD	<div><div>15</div></div>	<div><div>34</div></div>	<div><div>37</div></div>	<div><div>14</div></div>	16%	-1 	-11 	-23 	
B46. When changes are made in MOD they are usually for the better	<div><div>11</div></div>	<div><div>39</div></div>	<div><div>36</div></div>	<div><div>13</div></div>	12%	-2 	-11 	-20 	
B47. The MOD keeps me informed about matters that affect me	<div><div>42</div></div>	<div><div>32</div></div>	<div><div>17</div></div>	<div><div>6</div></div>	45%	+2 	-10 	-17 	
B48. I have the opportunity to contribute my views before decisions are made that affect me	<div><div>21</div></div>	<div><div>32</div></div>	<div><div>32</div></div>	<div><div>14</div></div>	22%	-1 	-10 	-17 	
B49. I think it is safe to challenge the way things are done in MOD	<div><div>32</div></div>	<div><div>37</div></div>	<div><div>20</div></div>	<div><div>8</div></div>	35%	0	-4 	-12 	

All questions by theme

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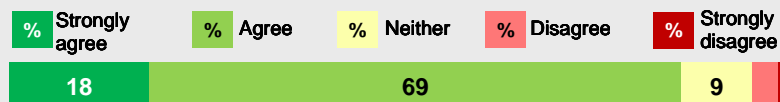
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	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2010</div></div>	<div><div>Difference from CS High Performers</div></div>
Engagement									
B50. I am proud when I tell others I am part of MOD	13	43	32	9		56%	-2 ✧	+2 ✧	-8 ✧
B51. I would recommend MOD as a great place to work	8	33	37	17	6	40%	-5 ✧	-1 ✧	-12 ✧
B52. I feel a strong personal attachment to MOD	15	41	28	12	4	55%	+3 ✧	+9 ✧	+2 ✧
B53. The MOD inspires me to do the best in my job	8	31	40	17	5	39%	0	0	-10 ✧
B54. The MOD motivates me to help it achieve its objectives	6	28	42	19	6	34%	0	-2 ✧	-12 ✧
Taking action									
B55. I believe that Senior managers/leaders in MOD will take action on the results from this survey	22	35	27	14		24%	+2 ✧	-14 ✧	-24 ✧
B56. I believe that managers where I work will take action on the results from this survey	5	29	31	23	13	33%	+2 ✧	-13 ✧	-20 ✧

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

87%	2010 % Positive
0 ^	Difference from previous survey
+4 ^	Difference from CS2010

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

% Yes % No



Differences are based on '% Yes' score

86%	2010 % Yes
+1 ^	Difference from previous survey
+8 ^	Difference from CS2010

Your plans for the future

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

D01. Which of the following statements most reflects your current thoughts about working for MOD?			Difference from previous survey	Difference from CS2010
I want to leave MOD as soon as possible	<div></div>	5%	0 ⬆	-3 ⬆
I want to leave MOD within the next 12 months	<div></div>	7%	+1 ⬆	-4 ⬆
I want to stay working for MOD for at least the next year	<div></div>	17%	0	-9 ⬆
I want to stay working for MOD for at least the next three years	<div></div>	71%	0	+17 ⬆

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	79	21	+3 ^	-1 ^
E02. Are you aware of how to raise a concern under the Civil Service Code?	56	44	+5 ^	+3 ^
E03. Are you confident that if you raised a concern under the Civil Service Code in MOD it would be investigated properly?	57	43	+3 ^	-5 ^

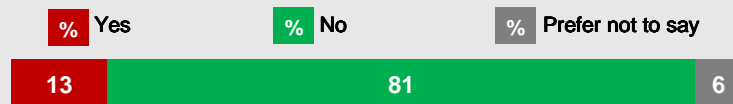
^ indicates a variation in question wording from your previous survey

^ 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?



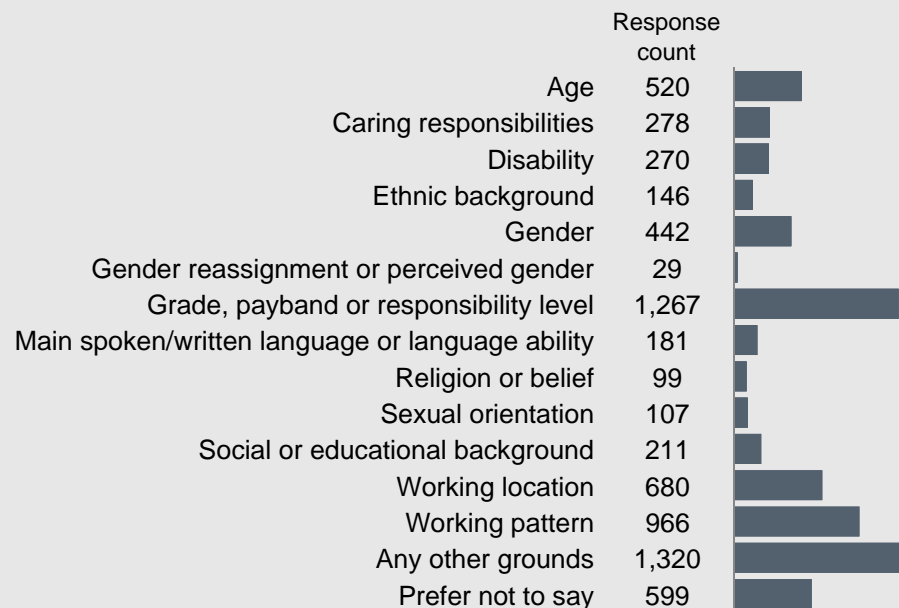
% Yes

11% ^ Previous survey

10% ^ 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)



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



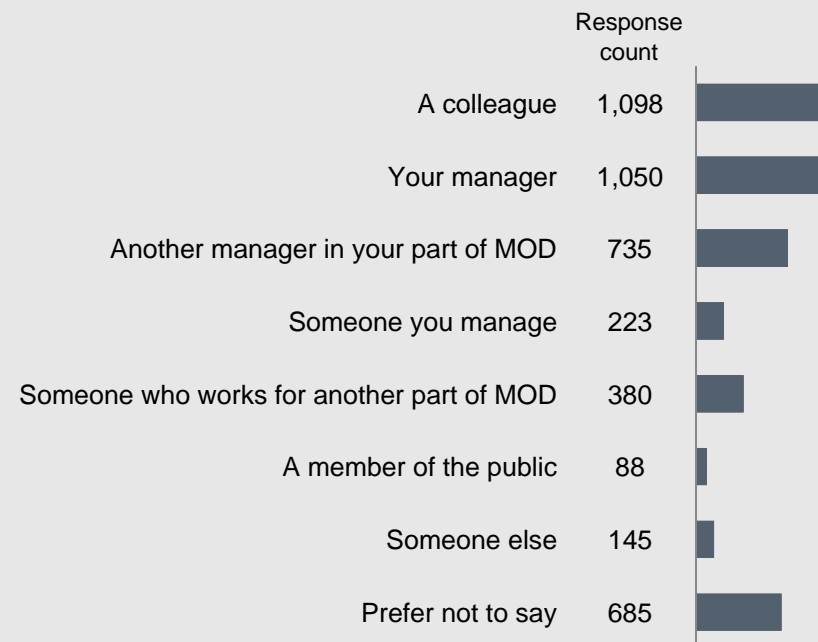
% Yes

11% Previous survey

10% ^ CS2010

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)



^ indicates a variation in question wording from your previous survey

^ 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

	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div>% Positive</div>	<div>Difference from previous survey</div>
Ministry of Defence questions							
G01. My manager seeks feedback from me about his/her performance	<div><div>21</div></div>	<div><div>25</div></div>	<div><div>37</div></div>	<div><div>14</div></div>	<div>24%</div>	-	
G02. My manager delivers results by getting the best out of everyone	<div><div>7</div></div>	<div><div>40</div></div>	<div><div>31</div></div>	<div><div>15</div></div>	<div><div>6</div></div>	<div>47%</div>	-
G03. My manager is effective at providing me with constructive criticism	<div><div>7</div></div>	<div><div>45</div></div>	<div><div>27</div></div>	<div><div>14</div></div>	<div><div>6</div></div>	<div>53%</div>	-
G04. My manager actively provides me with opportunities to develop my leadership skills	<div><div>8</div></div>	<div><div>38</div></div>	<div><div>31</div></div>	<div><div>16</div></div>	<div><div>7</div></div>	<div>46%</div>	-
G05. Senior managers/leaders, both military and civilian, champion either the Support to Operations programme or civilians who deploy to a high degree	<div><div>7</div></div>	<div><div>29</div></div>	<div><div>49</div></div>	<div><div>10</div></div>	<div><div>5</div></div>	<div>36%</div>	<div>-12</div> <div>⬆</div>

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 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.
CS2010	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 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 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: ✧

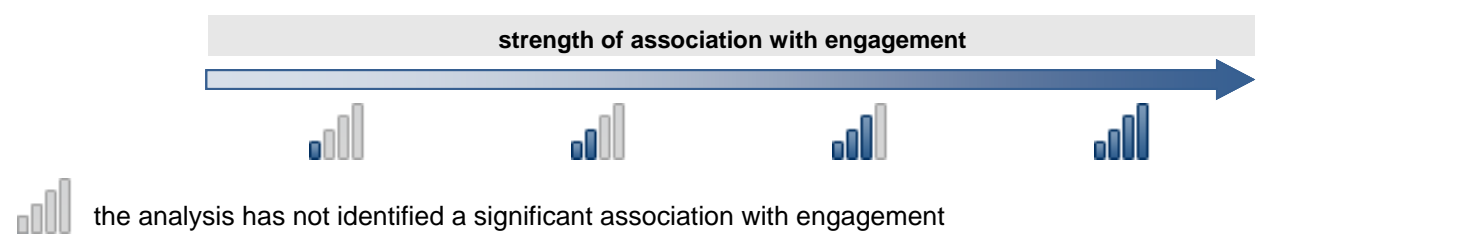
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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