Autumn 2011 survey report for:

Ministry of Defence

MOD Your Say
Civil Service People Survey

Returns: 32,992 Response rate: 44%

Your engagement index

53%

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
-4 ✧	-2 ✧	-9 ✧

See the appendix for further details

The three elements of engagement and their component questions are:	% Positive	Difference from previous survey	Difference from CS2011
Say: speaks positively of the organisation...			
B50. I am proud when I tell others I am part of MOD	**51%**	-6 ✧	-1 ✧
B51. I would recommend MOD as a great place to work	**32%**	-8 ✧	-11 ✧
Stay: emotionally attached and committed to the organisation...			
B52. I feel a strong personal attachment to MOD	**50%**	-6 ✧	+4 ✧
Strive: motivated to do the best for the organisation...			
B53. The MOD inspires me to do the best in my job	**33%**	-6 ✧	-5 ✧
B54. The MOD motivates me to help it achieve its objectives	**28%**	-6 ✧	-8 ✧

✧ *= 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 CS2011	Difference from CS High Performers
Leadership and managing change		**22%**	-3 ✧	-16 ✧	-24 ✧
My work		**70%**	-3 ✧	-1 ✧	-6 ✧
My line manager		**60%**	-1 ✧	-4 ✧	-7 ✧
Resources and workload		**70%**	-3 ✧	-3 ✧	-6 ✧
Organisational objectives and purpose		**76%**	-4 ✧	-5 ✧	-10 ✧
Pay and benefits		**32%**	-7 ✧	+1 ✧	-7 ✧
Learning and development		**45%**	-6 ✧	+2 ✧	-6 ✧
My team		**72%**	-2 ✧	-5 ✧	-8 ✧
Inclusion and fair treatment		**71%**	-3 ✧	-2 ✧	-6 ✧

✧ *= 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 CS2011.

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

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change	Strength of association with engagement:		
B49. I think it is safe to challenge the way things are done in MOD	**31%**	-4 ✧	-7 ✧
B42. I believe the actions of Senior managers/leaders are consistent with MOD's values	**27%**	-1 ✧	-12 ✧
B46. When changes are made in MOD they are usually for the better	**9%**	-2 ✧	-13 ✧
B47. The MOD keeps me informed about matters that affect me	**41%**	-4 ✧	-14 ✧
B45. I feel that change is managed well in MOD	**12%**	-4 ✧	-15 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	**19%**	-3 ✧	-16 ✧
B41. Senior managers/leaders in MOD are sufficiently visible	**27%**	0	-18 ✧
B44. Overall, I have confidence in the decisions made by MOD's Senior managers/leaders	**17%**	-3 ✧	-19 ✧
B43. I believe that the Defence Board has a clear vision for the future of MOD	**20%**	-1 ✧	-20 ✧
B40. I feel that MOD as a whole is managed well	**20%**	-4 ✧	-21 ✧
My work	Strength of association with engagement:		
B04. I feel involved in the decisions that affect my work	**51%**	-4 ✧	+2 ✧
B05. I have a choice in deciding how I do my work	**72%**	-3 ✧	+1 ✧
B02. I am sufficiently challenged by my work	**73%**	-2 ✧	-2 ✧
B01. I am interested in my work	**86%**	-3 ✧	-2 ✧
B03. My work gives me a sense of personal accomplishment	**70%**	-4 ✧	-3 ✧
My line manager	Strength of association with engagement:		
B18. Poor performance is dealt with effectively in my team	**37%**	-2 ✧	0
B17. I think that my performance is evaluated fairly	**61%**	-1	-1 ✧
B14. My manager recognises when I have done my job well	**74%**	-1 ✧	-2 ✧
B11. My manager is open to my ideas	**76%**	-1 ✧	-3 ✧
B10. My manager is considerate of my life outside work	**75%**	0	-4 ✧
B13. Overall, I have confidence in the decisions made by my manager	**66%**	-1 ✧	-5 ✧
B09. My manager motivates me to be more effective in my job	**58%**	-2 ✧	-6 ✧
B15. I receive regular feedback on my performance	**54%**	0	-6 ✧
B16. The feedback I receive helps me to improve my performance	**50%**	-2 ✧	-7 ✧
B12. My manager helps me to understand how I contribute to MOD's objectives	**50%**	-2 ✧	-8 ✧

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 CS2011	Difference from CS High Performers
My work :Strength of association with engagement									
B01. I am interested in my work	39	47	8	4		86%	-3 ✧	-2 ✧	-5 ✧
B02. I am sufficiently challenged by my work	27	46	14	10		73%	-2 ✧	-2 ✧	-6 ✧
B03. My work gives me a sense of personal accomplishment	23	46	16	10	4	70%	-4 ✧	-3 ✧	-8 ✧
B04. I feel involved in the decisions that affect my work	13	39	21	19	9	51%	-4 ✧	+2 ✧	-8 ✧
B05. I have a choice in deciding how I do my work	20	52	15	9	4	72%	-3 ✧	+1 ✧	-5 ✧
Organisational objectives and purpose :Strength of association with engagement									
B06. I have a clear understanding of MOD's purpose	21	59	13	6		80%	-3 ✧	-4 ✧	-10 ✧
B07. I have a clear understanding of MOD's objectives	17	56	18	8		72%	-4 ✧	-7 ✧	-12 ✧
B08. I understand how my work contributes to MOD's objectives	20	56	16	6		76%	-4 ✧	-5 ✧	-10 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.
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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	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	44	24	13	6	58%	-2 ✧	-6 ✧	-9 ✧
B10. My manager is considerate of my life outside work	30	46	15	6	4	75%	0	-4 ✧	-7 ✧
B11. My manager is open to my ideas	26	50	15	6		76%	-1 ✧	-3 ✧	-6 ✧
B12. My manager helps me to understand how I contribute to MOD's objectives	11	40	33	12	5	50%	-2 ✧	-8 ✧	-14 ✧
B13. Overall, I have confidence in the decisions made by my manager	20	46	20	9	6	66%	-1 ✧	-5 ✧	-9 ✧
B14. My manager recognises when I have done my job well	24	50	16	7		74%	-1 ✧	-2 ✧	-5 ✧
B15. I receive regular feedback on my performance	13	41	25	16	6	54%	0	-6 ✧	-12 ✧
B16. The feedback I receive helps me to improve my performance	12	38	32	12	5	50%	-2 ✧	-7 ✧	-11 ✧
B17. I think that my performance is evaluated fairly	14	47	24	9	5	61%	-1	-1 ✧	-6 ✧
B18. Poor performance is dealt with effectively in my team	7	30	34	18	11	37%	-2 ✧	0	-3 ✧
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	25	53	14	6		78%	-1 ✧	-4 ✧	-7 ✧
B20. The people in my team work together to find ways to improve the service we provide	23	51	17	7		74%	-2 ✧	-4 ✧	-8 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	20	46	21	10	4	65%	-3 ✧	-3 ✧	-9 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.
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✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Learning and development :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	9	50	22	14	5	**59%**	-5 ✧	+5 ✧	-5 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	35	36	15	6	**42%**	-5 ✧	-2 ✧	-10 ✧
B24. There are opportunities for me to develop my career in MOD	6	29	26	23	16	**35%**	-9 ✧	+4 ✧	-4 ✧
B25. Learning and development activities I have completed while working for MOD are helping me to develop my career	7	35	32	16	9	**43%**	-5 ✧	+3 ✧	-3 ✧
Inclusion and fair treatment :Strength of association with engagement									
B26. I am treated fairly at work	22	57	13	5		**79%**	-2 ✧	+1 ✧	-2 ✧
B27. I am treated with respect by the people I work with	24	58	12	4		**82%**	-1 ✧	-2 ✧	-4 ✧
B28. I feel valued for the work I do	15	43	23	14	6	**58%**	-4 ✧	-2 ✧	-9 ✧
B29. I think that MOD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	14	52	25	6		**66%**	-4 ✧	-4 ✧	-11 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.
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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	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	20	60	12	6		81%	-2 ✧	-2 ✧	-6 ✧
B31. I get the information I need to do my job well	10	51	23	12		61%	-2 ✧	-6 ✧	-10 ✧
B32. I have clear work objectives	14	55	18	9		69%	-3 ✧	-4 ✧	-9 ✧
B33. I have the skills I need to do my job effectively	25	61	10			86%	-1 ✧	-2 ✧	-5 ✧
B34. I have the tools I need to do my job effectively	13	52	19	13	4	64%	-3 ✧	-6 ✧	-11 ✧
B35. I have an acceptable workload	8	51	18	16	7	59%	-3 ✧	-2 ✧	-6 ✧
B36. I achieve a good balance between my work life and my private life	14	53	18	11	5	66%	-3 ✧	-1 ✧	-7 ✧
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance		32	22	28	15	35%	-7 ✧	+3 ✧	-4 ✧
B38. I am satisfied with the total benefits package		30	28	26	14	33%	-9 ✧	-1 ✧	-8 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		26	24	29	18	29%	-5 ✧	+2 ✧	-6 ✧

All questions by theme

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✧ indicates statistically significant difference from comparison

Leadership and managing change

:Strength of association with engagement

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that MOD as a whole is managed well	18	31	34	16		20%	-4 ✧	-21 ✧	-35 ✧
B41. Senior managers/leaders in MOD are sufficiently visible	25	28	30	15		27%	0	-18 ✧	-32 ✧
B42. I believe the actions of Senior managers/leaders are consistent with MOD's values	25	43	20	11		27%	-1 ✧	-12 ✧	-24 ✧
B43. I believe that the Defence Board has a clear vision for the future of MOD	18	41	24	15		20%	-1 ✧	-20 ✧	-31 ✧
B44. Overall, I have confidence in the decisions made by MOD's Senior managers/leaders	16	35	30	18		17%	-3 ✧	-19 ✧	-30 ✧
B45. I feel that change is managed well in MOD	11	28	39	21		12%	-4 ✧	-15 ✧	-25 ✧
B46. When changes are made in MOD they are usually for the better	9	33	38	19		9%	-2 ✧	-13 ✧	-22 ✧
B47. The MOD keeps me informed about matters that affect me	39	32	18	9		41%	-4 ✧	-14 ✧	-21 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	18	29	32	19		19%	-3 ✧	-16 ✧	-24 ✧
B49. I think it is safe to challenge the way things are done in MOD	29	37	21	11		31%	-4 ✧	-7 ✧	-15 ✧

All questions by theme

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✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of MOD	12	39	33	12	4	51%	-6 ✧	-1 ✧	-14 ✧
B51. I would recommend MOD as a great place to work	6	26	36	23	10	32%	-8 ✧	-11 ✧	-23 ✧
B52. I feel a strong personal attachment to MOD	13	37	29	16	6	50%	-6 ✧	+4 ✧	-4 ✧
B53. The MOD inspires me to do the best in my job	6	26	39	20	8	33%	-6 ✧	-5 ✧	-16 ✧
B54. The MOD motivates me to help it achieve its objectives	5	23	41	23	9	28%	-6 ✧	-8 ✧	-18 ✧
Taking action									
B55. I believe that Senior managers/leaders in MOD will take action on the results from this survey		17	32	30	20	18%	-6 ✧	-21 ✧	-32 ✧
B56. I believe that managers where I work will take action on the results from this survey	4	25	31	24	16	29%	-4 ✧	-20 ✧	-27 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey		13	44	25	17	14%	-	-15 ✧	-23 ✧

All questions by theme

Your plans for the future

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

		Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave MOD as soon as possible	**9%**	+4 ✧	+1 ✧	-1 ✧
I want to leave MOD within the next 12 months	**11%**	+4 ✧	0	-4 ✧
I want to stay working for MOD for at least the next year	**19%**	+2 ✧	-8 ✧	-16 ✧
I want to stay working for MOD for at least the next three years	**61%**	-10 ✧	+8 ✧	+1 ✧

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	82	18	**82%**	+3 ✧	-3 ✧	-9 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	61	39	**61%**	+5 ✧	+2 ✧	-4 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in MOD it would be investigated properly?	55	45	**55%**	-2 ✧	-10 ✧	-17 ✧

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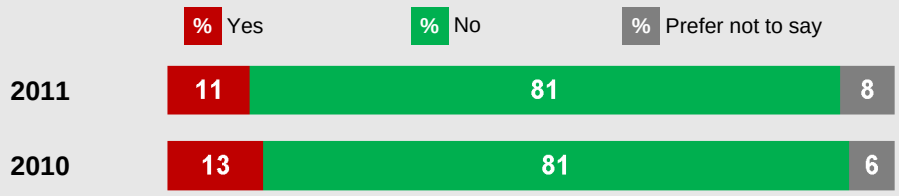
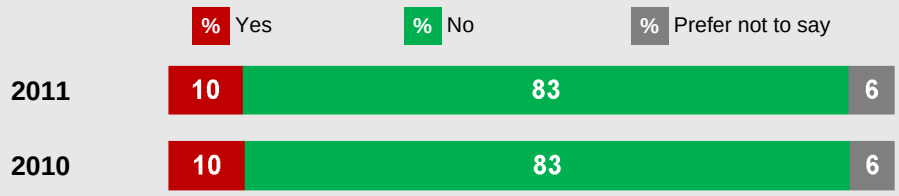
All questions by theme

Discrimination, harassment and bullying

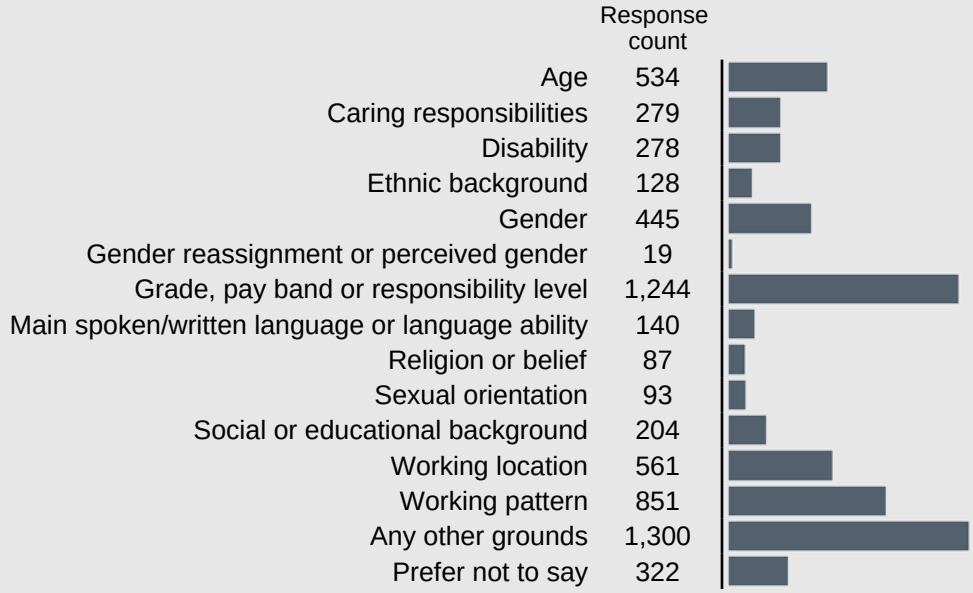
E01. During the past 12 months, have you personally experienced discrimination at work?



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

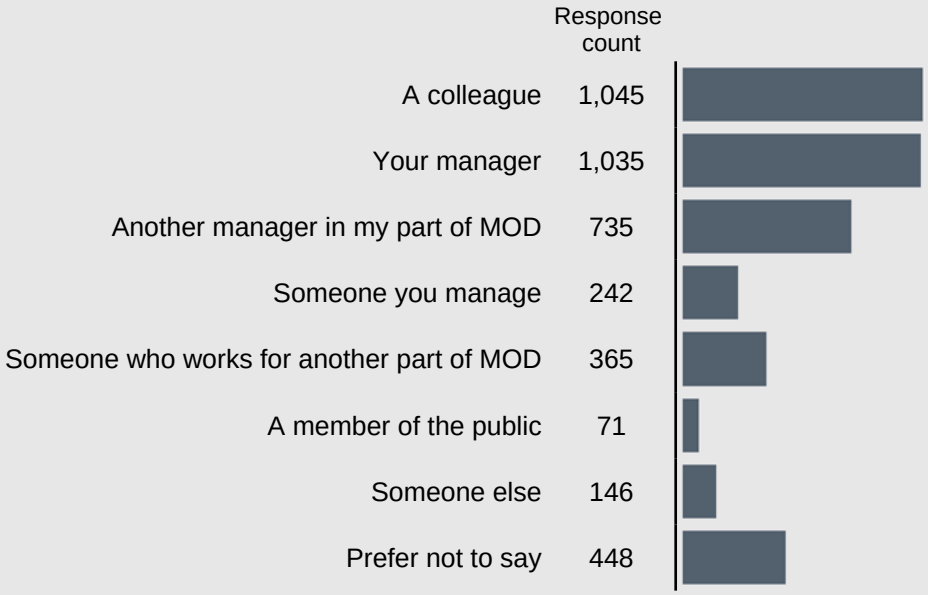


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



	Response count
Age	534
Caring responsibilities	279
Disability	278
Ethnic background	128
Gender	445
Gender reassignment or perceived gender	19
Grade, pay band or responsibility level	1,244
Main spoken/written language or language ability	140
Religion or belief	87
Sexual orientation	93
Social or educational background	204
Working location	561
Working pattern	851
Any other grounds	1,300
Prefer not to say	322

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	1,045
Your manager	1,035
Another manager in my part of MOD	735
Someone you manage	242
Someone who works for another part of MOD	365
A member of the public	71
Someone else	146
Prefer not to say	448

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

Ministry of Defence questions

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from pevious survey
F01. I know what Defence Transformation is about	5	57	22	12	4	62%	-
F02. I understand the purpose of Defence Transformation	5	55	23	13	4	60%	-
F03. I believe Defence Transformation will improve working in the MOD	11	46	30	11		13%	-
F04. In the last twelve months I have had the opportunity to contribute to Defence Transformation activities that affect me	15	34	36	14		16%	-
F05. My manager has helped me understand how Defence Transformation will affect me	20	36	31	12		21%	-
F06. I feel more optimistic about the future of the MOD as a result of Defence Transformation	6	34	37	22		7%	-
F07. My manager actively provides me with opportunities to develop my leadership skills	5	33	33	19	9	38%	-8 ✧
F08. My manager delivers results by getting the best out of everyone	6	37	33	16	9	43%	-5 ✧
F09. In my TLB I have seen a positive change in the way most Senior managers/leaders lead	10	42	29	17		11%	-
F10. Senior managers/leaders both military and civilian, champion either the Support to Operations programme or civilians who deploy to a high degree	4	24	50	13	9	28%	-8 ✧

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 2010 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✧

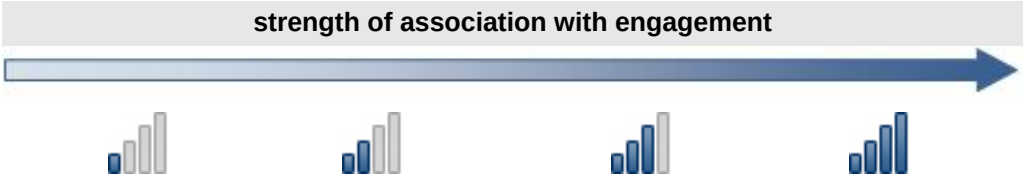
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



the analysis has not identified a significant association with engagement

Confidentiality

This survey was carried out as part of the 2011 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 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.