

# **DFID Management Survey 2007**

## Executive Summary

The DFID Management Survey's prime objectives are to evaluate the impact of management practices in DFID, and to provide more accurate targeting and prioritisation of resources to improve people management.

A total of 2,037 individuals responded to the survey, which is 81% of all DFID internal staff. This is marginally higher than the response rate in 2006 but is a big improvement on the 61% that took part in 2005. The more people who respond to the survey, the more likely the responses are to be representative of all DFID staff.

This year's survey showed that there has been little or no change in areas where DFID is performing well.

- 92% of staff are proud to work for DFID;
- 93% understand how their work contributes to DFID's objectives;
- 82% believe that line managers actively support flexible working patterns;

Significant improvements have been made in areas where DFID was performing poorly last year:

- There has been a 7 percentage point increase in the number of staff who feel they had a structured induction to their current post;
- More staff feel that poor performance is being dealt with effectively (increase of 7 percentage points);
- 9 percentage point increase in the number of staff who agreed that line managers are evaluating learning and development.

This year's survey includes 12 mandatory questions from the Cabinet Office used for benchmarking across Whitehall departments.

In the 2006 survey the response options were changed to align with the Cabinet Office questions. The same questions and responses were used in the 2007 survey so it is now possible to compare the results with 2006.

This report shows results by Division and a number of other key characteristics. Where enough responses were received, Directors will receive a separate divisional report detailing responses for their Division by department.

DFID was successfully re-accredited as an Investor in People (IiP) following the review earlier this year. Although they are distinct activities, many of the Management Survey questions relate closely to IiP indicators. From the 2007 survey we can establish that general progress is being made in some of the IiP development areas. In particular, there is an upward trend on leadership and management effectiveness, performance management, and more strategic learning & development.

As a result of a previous request under the Freedom of Information Act, this report will be published on the Cabinet Office website.

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## 1. Introduction

- 1.1. The Management Survey was carried out to assess staff perceptions of how they are managed. It covered issues such as leadership; communication; training and opportunity for development; workload; and how valued staff feel for making a contribution to the organisation.
- 1.2. In 2006 the survey was substantially redesigned. The Cabinet Office introduced a set of 12 specific, mandatory questions to enable cross-departmental benchmarking. These required a different way of responding (strongly agree, agree, neither agree nor disagree, disagree, strongly disagree) to the one used in previous DFID management surveys. The 2006 survey became 'Year One' of a new series of management surveys and this year comparisons can be made between the 2006 and 2007 results. A copy of the questionnaire highlighting the mandatory questions can be found in Annex 9.
- 1.3. The survey was run for a period of four and a half weeks from 10 September to 10 October. Everyone working in DFID was invited to take part. This report focuses on the perceptions of all DFID's internal staff. This includes all permanent and pensionable Home Civil Servants, Staff Appointed in Country, Home Civil Servants on fixed term contracts and individuals seconded to DFID. Responses from external staff (consultants and temporary workers) are summarised separately. Individuals seconded from DFID were not included as they are managed by their host organisations.
- 1.4. A total of 81% of all DFID internal staff responded (2,037 individuals). In 2005, only 61% of staff responded. This response rate compares very favourably with response rates to management surveys in other government departments.
- 1.5. This report summarises the main findings of the survey. For ease and clarity of representation, for most of the analysis, responses to each question have been grouped into three categories as follows:
  - Agree: strongly agree or agree
  - Neither agree nor disagree
  - Disagree: disagree or strongly disagree
- 1.6. It is important not to forget the 'neither agree nor disagree' response. If 60% of respondents agree with a particular statement, that does not mean that 40% disagree; there may well be a sizeable 'neither agree nor disagree' response to be taken account of.
- 1.7. Section 2 contains details about the people who responded, including breakdowns by age, gender, grade, ethnicity and location. Section 3 covers the main successes: questions with the largest proportion of positive feedback; and challenges: questions with the largest proportion of negative feedback. Section 4 covers the main changes since 2006.
- 1.8. Section 5 analyses the responses to all of the 24 questions. Section 6 explores differences in responses by grade, gender, age, ethnicity and disability status. Section 7 looks at the differences between responses from SAIC and non-SAIC staff. Section 8 examines the Investors in People (IIP) indicators and matches up the questions with related indicators to check DFID's position on IIP re-accreditation. Finally, Section 9 shows the analysis of responses from external staff.

- 1.9. Other government departments and DFID report to the Cabinet Office on some or all of the 12 benchmarking questions. Unfortunately these results have not been released from the Cabinet Office in time for this report and will be published as a separate report early in 2008.
- 1.10. Following the publication of this report, a breakdown of responses by department will be made available to Divisions to enable them to identify where improvements are most needed and incorporate these priorities into their divisional plans. This will also enable Directors to target their plans more specifically to the challenges at a Divisional level and bring about changes to improve management practices in the organisation. The response rate of 81% will be difficult to achieve again next year if the results of the survey are not acted on and seen to be acted on by all of DFID's staff.
- 1.11. Annex 8 contains details of the survey methodology.
- 1.12. A supplementary report providing more detailed statistical analysis of results will follow this report and will include analysis of the comments left by respondents and a cross Whitehall comparison.

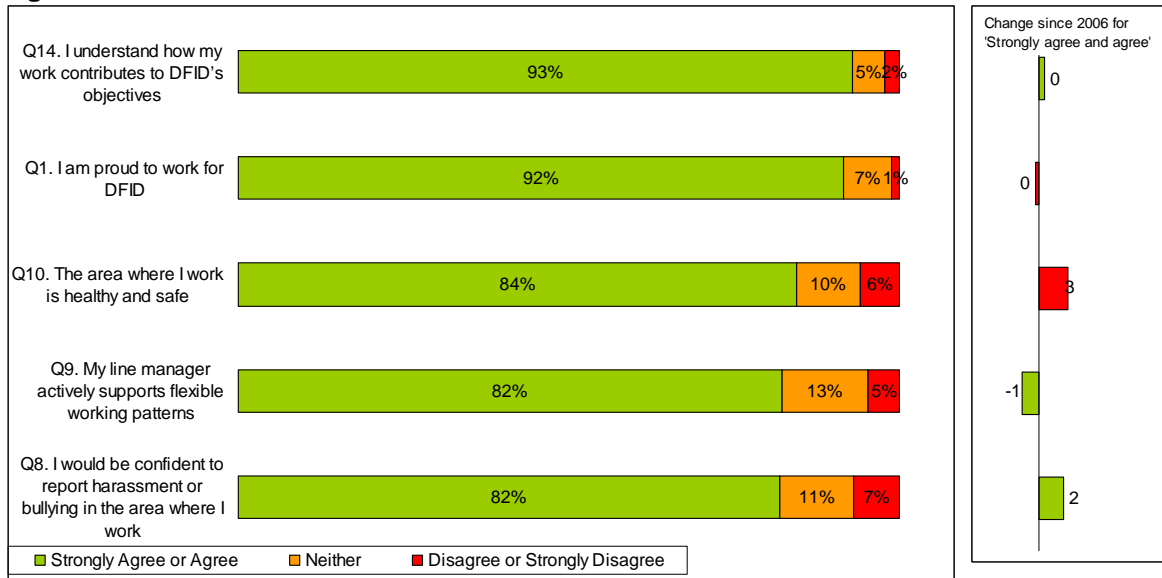
## **2. Who Responded?**

- 2.1. The overall response rate was 81% of DFID internal staff and a breakdown of response by division can be found in Annex 1. Annex 2 shows the breakdown of response and all DFID staff by gender, location, age band, appointee type, grade, ethnicity and disability status. The results indicate there is no particular bias in the sample of respondents e.g. 51 % of respondents are men compared to 50% of all staff.
- 2.2. The analysis of responses compared with all DFID internal staff indicates that there are no particular groups of individuals who are missing from the survey. However, records on ethnicity are missing for almost half of staff meaning that further analysis on responses by ethnicity will only be carried out on approximately half of respondents.

## **3. Successes & Challenges**

- 3.1. The following chart shows the questions with the highest proportion of 'Strongly agree or agree' responses for all DFID internal staff. These are the same highlighted as successes in last years report and there has been little change in the responses.

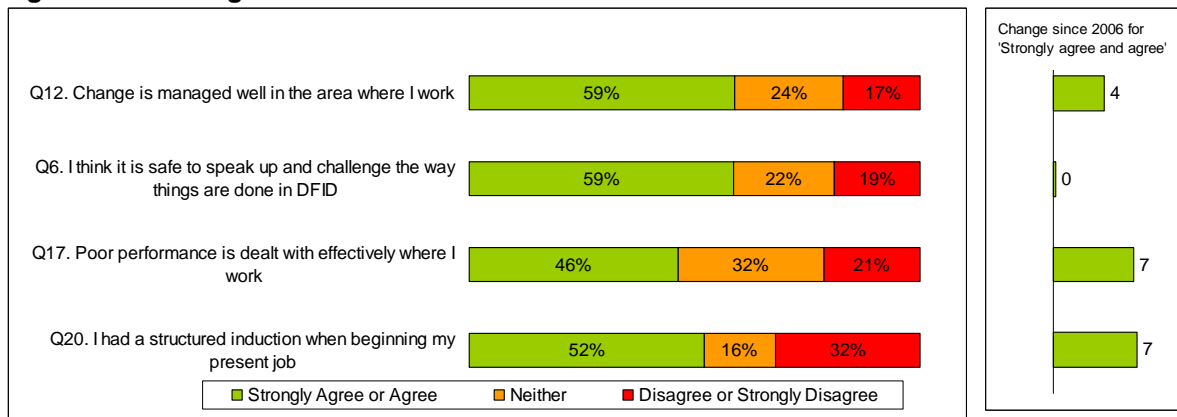
**Figure 1 – Successes**



Base: All DFID internal staff

3.2. The following chart shows the questions with the highest proportion of 'Strongly disagree or disagree' responses for all DFID internal staff.

**Figure 2 - Challenges**



Base: All DFID internal staff

3.3. The questions selected as challenges vary more than the success. Only question 20 and question 17 appeared on this list last year and although they have improved significantly since last year they are still relatively lower than other questions. Question 22 has moved off this list as a results of a 9 percentage point increase in the proportion of respondents agreeing that their learning and development is evaluation by their line manager.

#### 4. Changes since 2006

- 4.1. The results of this year's management survey show positive changes since 2006, especially in areas highlighted as challenges in last year's report and flagged by liP as needing improvement.
- 4.2. For the purpose of this report only changes greater than +/-5 percentage points will be considered significant and for the majority of questions there has been little or no change since 2006. Each chart in this report shows the change since 2006 for 'Strongly agree and agree' and is shown in percentage points , therefore if the change is +3, such as question 7 below, it means that the

proportion answering 'Strongly agree and agree' in 2006 would have been 55% (58% - 3 percentage points).

- 4.3. Where a significant improvement has been made in the proportion of staff who 'strongly agree' and 'agree' (Questions 17, 19, 20, 21 and 22) it has generally been a switch from the proportion of people who disagree rather than the proportion who answered 'neither'. The proportion of people who answered 'neither' has changed little since 2006.

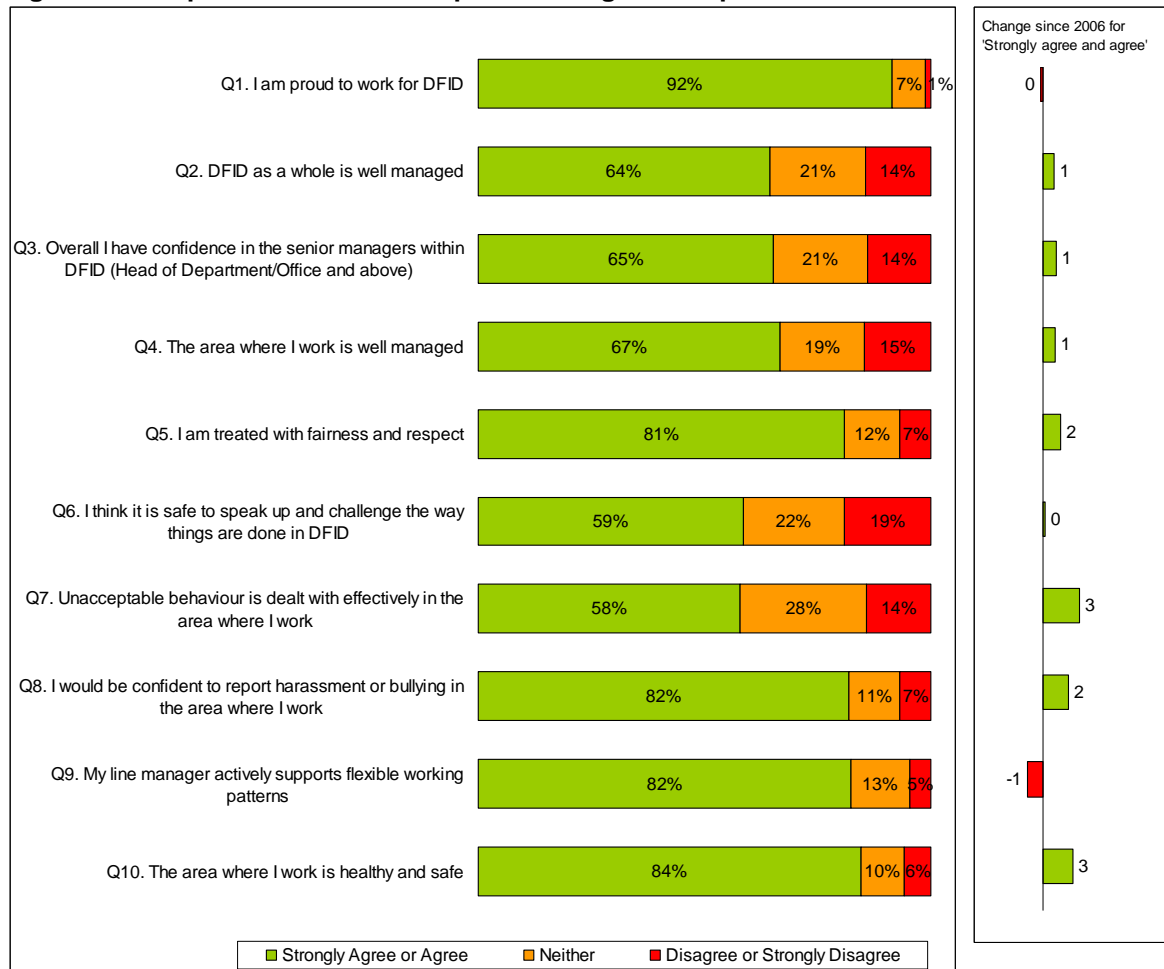
## 5. Detailed Results

- 5.1. The survey was divided up into four main sections with questions on 'Leadership and Management', 'Communications and Change', 'Performance Management', and 'Learning and Development'. The following charts show a breakdown of responses to the questions in each section.

### Leadership and Management

- 5.2. The following chart shows the questions that make up the leadership and management section of the survey and the breakdown of responses for each question. There has been little or no change since 2006 for these questions.

**Figure 3 – Responses to 'Leadership and Management' questions**



Base: All DFID internal staff

- 5.3. This section of the survey contained four out of the five successes shown in section three (that is that had the highest proportion of agree or strongly agree responses). Figure 3 shows that 92% of staff are proud to work for DFID; 82%

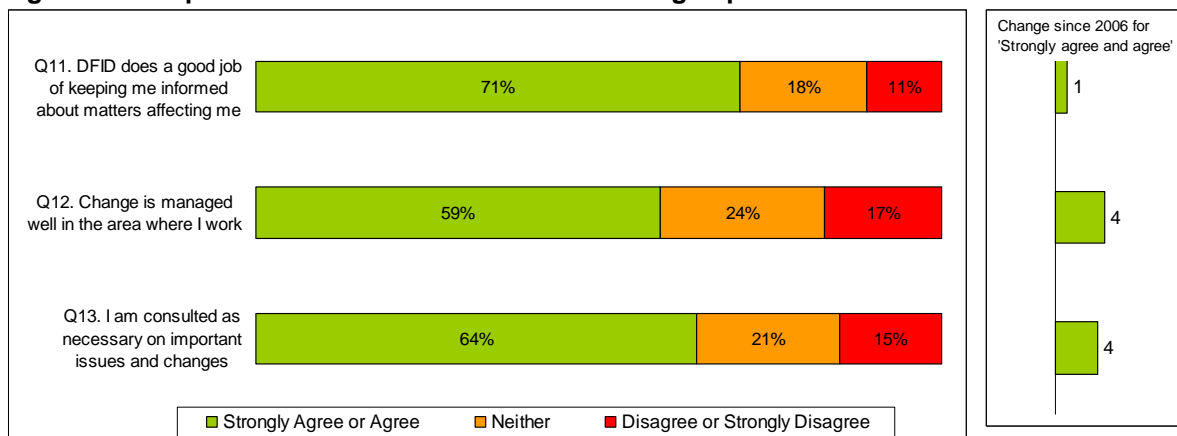
agree that their manager actively supports flexible working patterns; and 84% agree that the area where they work is healthy and safe.

- 5.4. There are, however, clear challenges for management and leadership around perceptions of whether it is safe to speak up and challenge the way that things are done in DFID. One fifth of all respondents feel that it is not safe to speak up; in addition just over a fifth neither agree nor disagree and these have not changed since last year. Fourteen per cent of respondents disagree with the statement ‘unacceptable behaviour is dealt with effectively in the area where I work’. A further 28% neither agree nor disagree and 58% agree that unacceptable behaviour is dealt with effectively.

### Communications and Change

- 5.5. The following chart shows the questions that make up the Communications and Change section of the survey and the breakdown of responses for each question.

**Figure 4 – Responses to ‘Communications and Change’ questions**



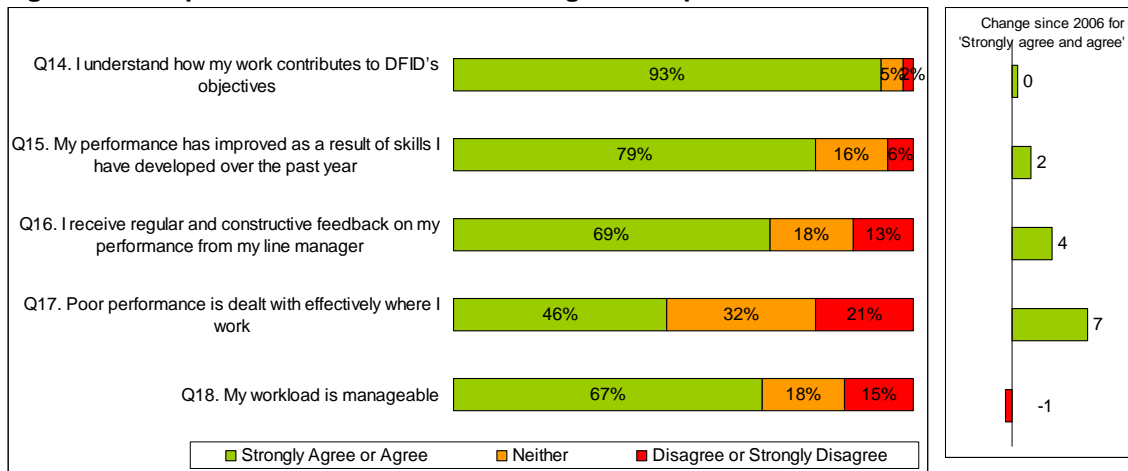
Base: All DFID internal staff

- 5.6. Figure 4 shows that seven out of every ten respondents agree that DFID does a good job of keeping them informed about matters affecting them and this has changed little since 2006.
- 5.7. Around a sixth feel that change is not well managed and that they are not consulted on important issues and changes; though lower proportions than last year for both questions.

### Performance Management

- 5.8. The following chart shows the questions that make up the Performance Management section of the survey and the breakdown of responses for each question.

**Figure 5 – Responses to ‘Performance Management’ questions**



Base: All DFID internal staff

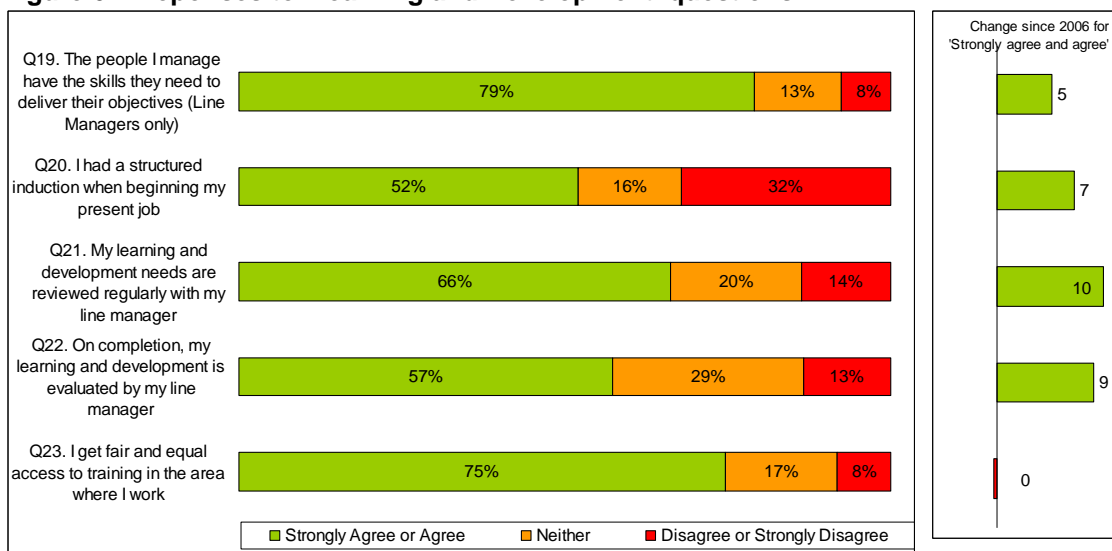
5.9. Figure 5 shows that more than nine out of every ten respondents understand how their work contributes to DFID’s objectives and over three quarters believe that their performance has improved as a result of skills they have developed over the last year. However, 13% feel they do not receive regular and constructive feedback from their line manager and 15% do not think that their workload is manageable.

5.10. One fifth of respondents think that poor performance is not dealt with effectively. A further third are undecided on this issue leaving less than half of respondents who agree that poor performance is dealt with effectively. Even so, this is a significant improvement from last year when only two fifths agreed.

**Learning and Development**

5.11. The following chart shows the questions that make up the Learning and Development section of the survey and the breakdown of responses for each question.

**Figure 6 – Responses to ‘Learning and Development’ questions**



Base: All DFID internal staff

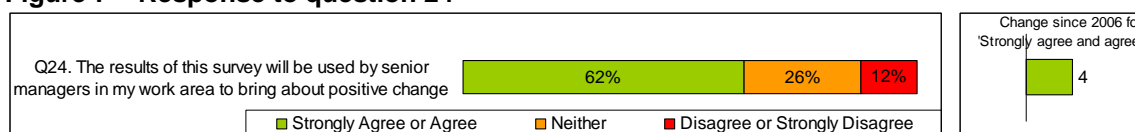
5.12. Figure 6 shows that 75% of DFID internal staff agree that they get fair and equal access to training, 8% disagree. Of line managers who responded to question 19 of the survey (973 responses), 79% agree that the people they manage have the skills they need to deliver their objectives.

5.13. Sixty six per cent of respondents agree that they regularly review their learning and development needs with their line manager. This has increased by 10 percentage points since 2006 – the largest increase of all the questions. However, there are still 14% who disagree and a further 20% who neither agree nor disagree. Similarly on evaluation of training, 57% of respondents agree that, on completion, their learning and development is evaluated by their line manager and this has also increased significantly since last year, but 13% disagree and a further 29% neither agree nor disagree. Like last year, the question with the highest proportion of ‘disagree’ responses in the entire survey refers to induction to a new post. Despite an increase of 7 percentage points in the proportion of people agreeing, nearly a third of respondents disagree that they had had a structured induction into their current post.

**The results of the survey will be used to bring about positive change**

5.14. Figure 7 shows a summary of the answers to the final question: “The results of this survey will be used to bring about positive change”.

**Figure 7 – Response to question 24**



Base: All DFID internal staff

5.15. It shows that there is some degree of scepticism about whether the management survey makes a difference. Sixty two percent of respondents agree that the results of the survey will be used to bring about positive change with 12% disagreeing and 26% neither agreeing nor disagreeing. There has been some positive change since last year, mainly from a switch in the proportion who ‘neither agreed nor disagreed’ to the ‘strongly agree and agree’ category.

5.16. Annex 3, Figure 26 shows a breakdown of responses to each question at the DFID level. More detailed results, at the divisional and departmental level, will be made available to divisions in due course, as will further details on the comments left by respondents and a cross Whitehall comparison.

**6. Diversity Comparisons**

6.1. In this section we explore differences in response by a number of respondent characteristics: grade, gender, ethnicity, disability status, age and location.

**Responses by Grade**

6.2. Table 10 in Annex 4 shows a breakdown of response by grade<sup>1</sup>. In response to questions about leadership and management, the SCS are most likely to

<sup>1</sup> These are grouped into Senior Civil Servants (SCS); A band (A1, A2 and A3); B band (B1, B1(D) and B2); C&D band (C1-C5 and D1-D2).

strongly agree and agree with the statements while bands A and B are most likely to disagree and strongly disagree. The largest variation by band is in answer to how unacceptable behaviour is dealt with – only 54% of B band agree that it is dealt with effectively compared to 82% of the SCS.

- 6.3. Band A staff are more likely to disagree that change is managed well in their area - 21% disagree compared with 18% of band B, 11% of bands C&D and 12% of the SCS. In general, bands A, B, and C&D are less likely to agree that they are consulted as necessary on important issues and changes, 64%, 61% and 64% respectively, than the SCS of whom 86% agreed.
- 6.4. The largest variations by grade in the 'Performance Management' section are around the issues of poor performance and workload manageability. Only eight per cent of the SCS (compared to 20% last year) think that poor performance is not dealt with effectively, whereas the corresponding figures for 'A', 'B', and 'C&D' band staff are 24%, 25%, and 15%. 'C&D' band staff are most likely to agree that their workload is manageable with 80% agreeing. This compares with 65% of 'B' band staff; 69% of the SCS; and 60% of 'A' band staff. Band C staff are also more likely receive regular and constructive feedback from their line manager.
- 6.5. Big improvements have been made in learning and development since last year and these are more prominent in band A and B responses. 'C&D' band staff are slightly more likely to agree that their learning and development needs are regularly reviewed by their line manager: 69%, compared with 65% of 'B' bands, 66% of 'A' bands and 67% of the SCS. 'A' bands and 'B' bands increased by 14 percentage points and 12 percentage points respectively since last year. 'A' and 'B' band staff are less likely to agree that they had a structured induction than 'C&D' bands and SCS.
- 6.6. The SCS are much more likely to agree that the results of the survey will be used to bring about positive change, 83% agree compared with 63% of 'A' band staff (up from 53% last year), 53% of 'B' band staff and 68% of 'C&D' band staff.

### **Responses by Gender**

- 6.7. Table 11 in Annex 4 shows a breakdown of response by gender. Last year it was reported that an equal or higher proportion of men than women agree with each question in the survey. In this year's survey there are 4 questions where a higher proportion of women than men agree and in general the proportion of male and female respondent agreeing with the questions only differs by a few percentage points.
- 6.8. The largest difference by gender was observed for the question on poor performance being dealt with effectively. While 51% of men agree that poor performance is dealt with effectively, only 43% of women agree with this. Men are more likely than women to agree that the area where they work is well managed, 70% compared with 64%. Women are less confident about reporting harassment or bullying with 80% of women agreeing compared to 86% of men.
- 6.9. Men are also more likely than women, 62% compared with 55%, to agree that unacceptable behaviour is dealt with effectively.

- 6.10. On learning and development, 55% of men agree that they had a structured induction when they began their present job, compared with 50% of women. 8 in 10 women agree their performance has improved as a result of the skills they developed over the past year compared with 77% of men.

### **Responses by Ethnicity**

- 6.11. Table 12 in Annex 4 shows a breakdown of responses by ethnicity. Four of the five groups are small in number, as shown in Annex 2 of this report. Small numbers mean that each response contributes more to the analysis. For instance, in the Mixed race group each individual accounts for almost 4% and so it would only need three responses to be different to change a percentage by 10%. The results should be viewed with some caution, but the questions showing the largest difference are presented below.
- 6.12. Asian staff are the most proud to work for DFID but they are more likely to disagree with other Leadership and Management questions. 38% don't feel safe to speak up and challenge the way things are done in DFID compared with 22% of Black staff, 19% of Mixed race staff, 33% of Other ethnic groups and 21% of White staff. Responses by Mixed race staff have improved the most to this question, now 65% agreeing compared to 37% last year but due to the low number of respondents this only means a further 8 staff now agree with this statement. Black staff have the most confidence in senior managers, 67% up from 61% last year.
- 6.13. A higher proportion of Black and White staff agree that change is well managed than the other ethnic groups: 57 % and 55% respectively and up from 50% last year. A high proportion (47%) of Other ethnic groups disagree that they are consulted as necessary on important issues and changes.
- 6.14. Black and Other ethnic groups are more likely to agree that poor performance is dealt with effectively. 53% of Black staff and staff from other ethnic groups agree, while 39% of Asian staff disagree that poor performance is dealt with effectively. For Black staff this has been an increase of 16 percentage points since 2006.
- 6.15. Large improvements have been made across all ethnic groups in the proportion of respondents who agree their learning and development needs are regularly reviewed by their line manager. Improvements were also made in the proportion of Asian, Black, Mixed race and White staff who agree their learning and development is evaluated by their line manager. However, the proportion of staff from other ethnic groups who agree with this statement has decreased from 67% in 2006 to 57% in 2007. Even so, 57% is still the largest proportion of staff who agree with this statement across all ethnic groups.

### **Responses by Disability Status**

- 6.16. Table 13 in Annex 4 shows a breakdown of responses by disability status. For the purpose of this survey, a respondent is classified as disabled if "he/she has a physical or mental impairment which has a substantial and long-term adverse effect on his/her ability to carry out normal day-to-day activities." Again, there are relatively few individuals with disabilities and so each response contributes more to the analysis. The questions with the largest difference in responses are presented below.

- 6.17. Staff with a disability are less likely than those without a disability to agree that they are proud to work for DFID, 85% agree compared with 92%. A similar pattern is seen for the questions about DFID being well managed and having confidence in senior managers within DFID. A higher proportion of staff with a disability, however, agree that unacceptable behaviour is dealt with effectively in the area they work, 71% compared with 58% of staff without a disability, this is an increase of 10 percentage points since the 2006 survey. Staff with a disability are also more likely to agree that their line manager actively supports flexible working patterns, 93% compared with 82% of staff without a recorded disability.
- 6.18. A smaller proportion of staff with a disability than those without agree that DFID does a good job of keeping them informed about matters affecting them, 65% and 71% respectively, although this is an improvement since last year when only 59% agreed. There is little variation between staff with and without disabilities when responding to questions concerning performance and management. A smaller proportion of disabled staff (59%) agree that their learning and development needs are regularly reviewed with their line manager compared with non-disabled staff (67%), this has gone down from 64% last year.
- 6.19. Disabled staff are less likely to agree that the results of the survey will be used to bring about positive change with only 56% agreeing compared with 63% of non-disabled staff, this is however an improvement on last year.

### **Responses by Age**

- 6.20. Table 14 in Annex 4 shows a breakdown of response by age group. There are some noticeable differences in responses from staff in the '16 - 24' age group compared with the other age groups. This is, however, the smallest age group with only 16 respondents and so each response has a large weight in the analysis. Some key differences are presented below.
- 6.21. Sixteen to twenty-four year olds are more likely than other age groups to have confidence in senior managers, 81% compared with 70% of 25-34 year olds; 67% of 35-44 year olds; 62% of 45-54 year olds; and 54% of over 55s. Conversely, a smaller proportion of the youngest age group than any other agree that the areas where they work is healthy and safe, 75% compared with 85% of 25-34 year olds; 86% of 35-44 year olds; 84% of 45-54 year olds; and 83% of over 55s.
- 6.22. Sixteen to twenty-four year olds are most likely to agree that change is managed well where they work with a large increase from last year when only 44% agreed. There has also been a 9 percentage point increase in the proportion of 45-54 year olds agreeing with this statement. Thirteen percent of 16-24 year olds don't understand how their work contributes to DFID's objectives compared with 2% to 3% for other age groups
- 6.23. Last year only 33% of 16-24 year olds had a structured induction when they started their job, this year 63% agree they had a structured induction. Improvements in this area have been made across all age ranges, from 47% to 50% for 25-34 year olds, 43% to 52% for 35-44 year olds, 48% to 55% for 45 – 54 year olds and 43% to 47% for over 55 year olds.

## **Responses by Location**

- 6.24. Table 15 in Annex 4 shows a breakdown of responses by location. Location is split into three groups: Scotland, London, and overseas. This analysis excludes Staff Appointed in Country whose responses are examined in more detail in section 7.
- 6.25. A smaller proportion of overseas staff agree that the area where they work is healthy and safe, 76% compared with 81% of London and 91% of Scotland staff. The proportion of Scotland staff agreeing has increased by 5 percentage points since last year. A higher proportion of overseas staff agree that the area where they work is well managed, 70% compared with 59% in London and Scotland, and this has increased by 10 percentage points since 2006. Scotland staff are most likely to agree that their line manager actively supports flexible working patterns, 90% compared with 84% of London and 78% of overseas staff.
- 6.26. Overseas staff are more likely than staff in other locations to agree that change is managed well in the area where they work, 60% compared with 54% in Scotland and 46% in London, this has increased from 48% in 2006. Just under two thirds of overseas staff agree that their workload is manageable compared with over two thirds of Scotland and London staff. Forty-five per cent of overseas staff agree that poor performance is dealt with effectively compared with 39% of Scotland staff and 36% of London staff
- 6.27. A larger proportion of overseas staff agree that their learning and development needs are reviewed regularly by their line manager, 67% compared with 64% of London and 60% of Scotland staff. Last year only 45% of overseas staff agreed with this, compared to 52% of London staff and 58% of Scotland staff. Further, improvements have been made in the proportion of overseas staff who agree that their learning and development is evaluated by their line manager, now 53% compared with 34% last year.

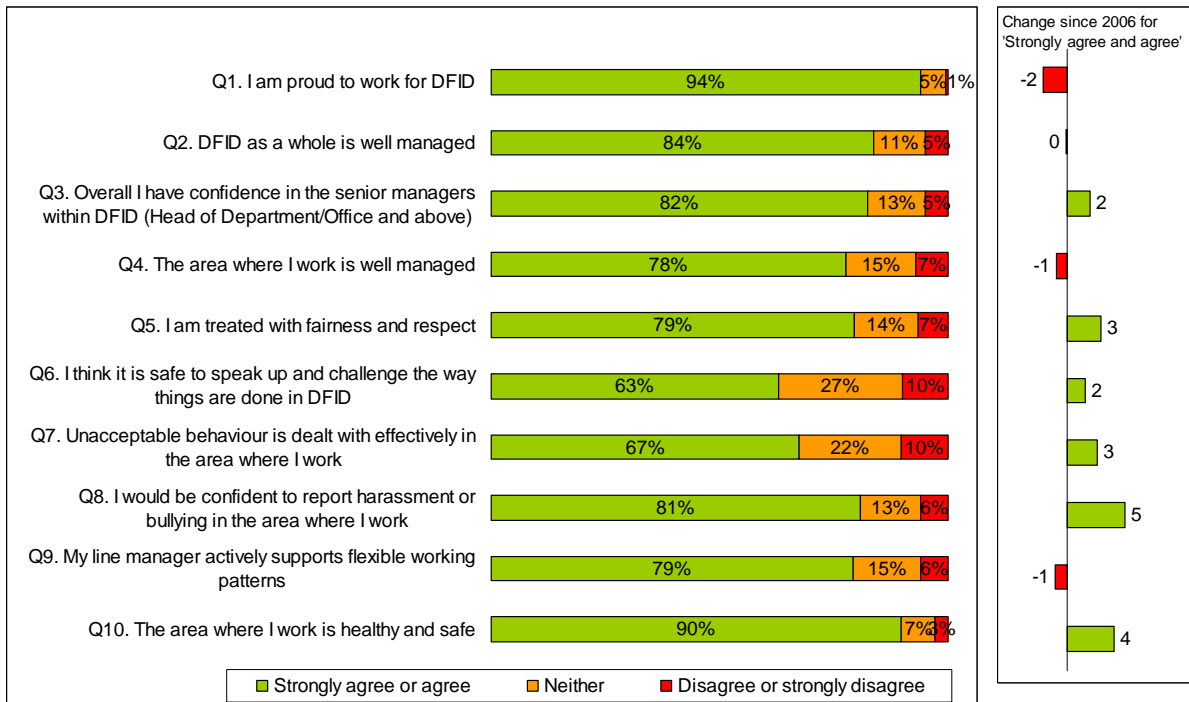
## **7. Staff Appointed in Country**

- 7.1. A total of 681 Staff Appointed In Country (SAIC) completed the survey. This section shows the breakdown of responses from SAIC for each question. Overall, a similar pattern of results is seen for SAIC compared with non-SAIC. A table comparing responses between SAIC and non-SAIC staff can be found in Table 16 in Annex 5. Key differences are presented in the following paragraphs.

### **Leadership and Management**

- 7.2. A higher proportion of SAIC than non-SAIC agree that they have confidence in the senior managers within DFID as a whole, 82% and 57% respectively; and that the area where they work is well managed, 78% compared with 62%. SAIC are, however, less likely than non-SAIC to agree that they are treated with fairness and respect, 79% compared with 82%; that they would be confident to report harassment or bullying, 81% compared with 83%; and that their line manager actively supports flexible working, 79% compared with 84%. Overall there has been little change since 2006 with the exception of an increase of 5 percentage points in the proportion who feel confident to report harassment and bullying.

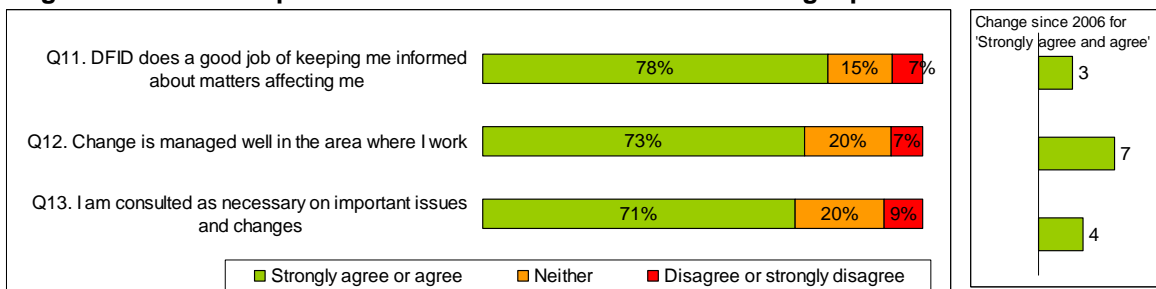
**Figure 21 – SAIC Responses to Leadership and Management questions**



**Communications and Change**

7.3. Annex 5 shows that a larger proportion of SAIC agree with each of the questions in this section compared with non-SAIC. Just over half of non-SAIC agree that change is managed well in the area where they work, while just over three quarters of SAIC staff agree. This has increased from 66% since 2006.

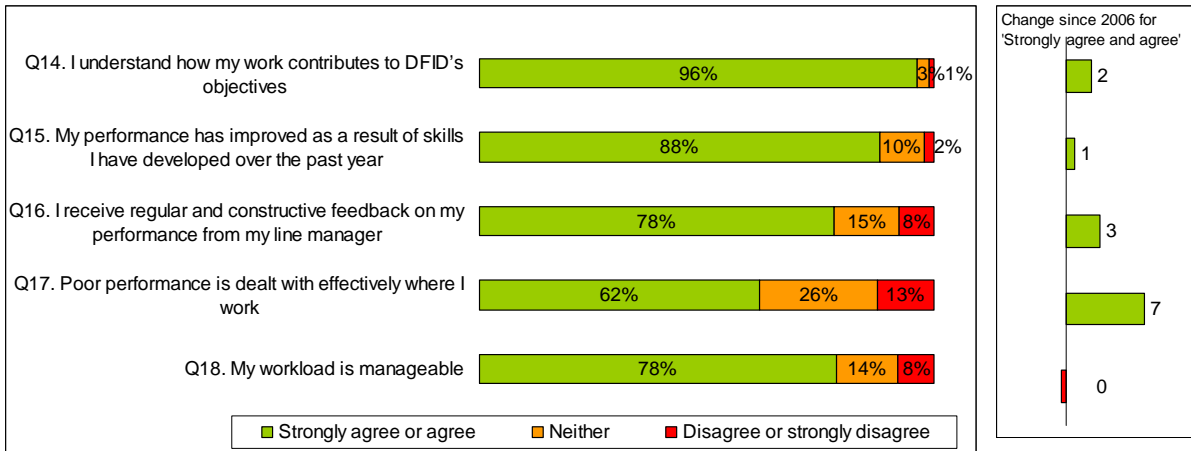
**Figure 22 – SAIC responses to the Communications and Change questions**



**Performance Management**

7.4. SAIC are more likely to respond positively to the questions in this section than non-SAIC (see Annex 5). The largest difference relates to the question about poor performance where 62% of SAIC agree that it is dealt with effectively compared with 39% of non-SAIC. This is a 7 percentage point increase since 2006.

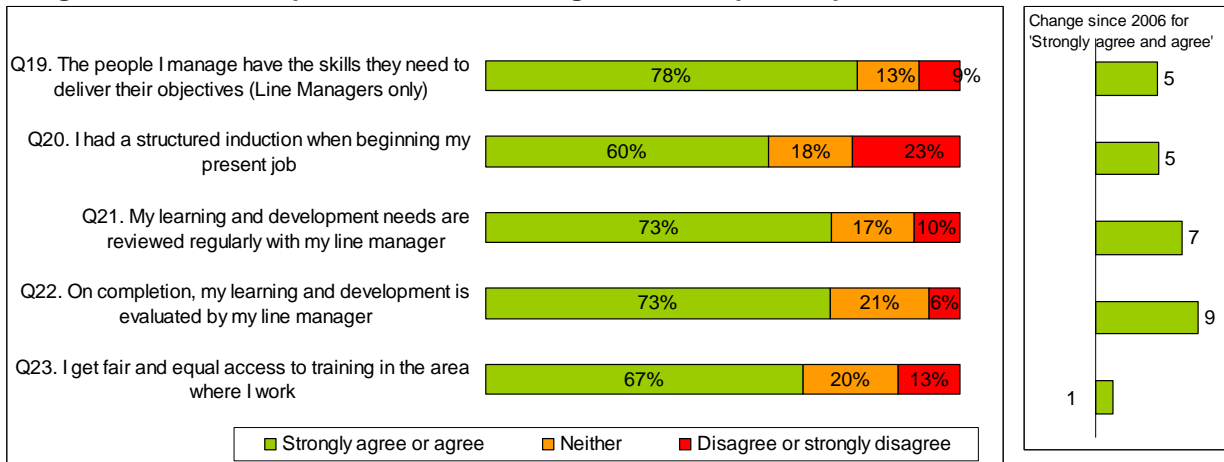
**Figure 23 – SAIC responses to the Performance Management questions**



### Learning and Development

7.5. Annex 5 shows that a larger proportion of SAIC agree that their learning and development is evaluated by their line manager on completion, 73% compared with 50% of non-SAIC. A smaller proportion of SAIC, however, agree that they get fair and equal access to training in the area where they work, 67% compared with 79% of non-SAIC. Four out of five of the questions in this section have shown a significant improvement since 2006.

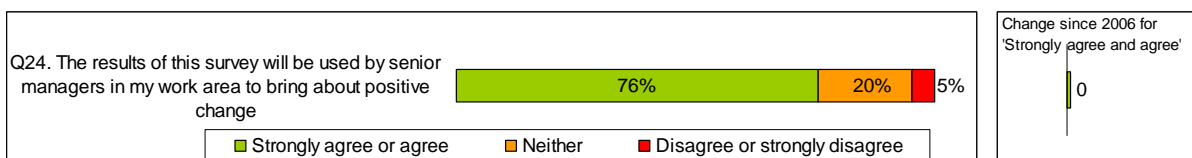
**Figure 24 – SAIC responses to the Learning and Development questions**



### The results of the survey will be used to bring about positive change

7.6. Figure 25 below shows that 76% of SAIC agree that the results of the survey will be used to bring about positive change, with only 5% disagreeing. This compares with 56% of non-SAIC agreeing and 17% disagreeing (see Annex 5).

**Figure 25 – SAIC response to question 24**



## **8. Investors in People (IiP)**

- 8.1. The Investors in People Standard is a business improvement tool designed to advance an organisation's performance through its people. The Standard helps organisations to improve performance and realise objectives through the management and development of their people. DFID was successfully re-accredited as an Investor in People (IiP) following our review earlier this year. Annex 6 contains a summary of responses to questions which can be taken to reflect a number of the IiP indicators.
- 8.2. The results in Figures 27 – 35 show that the areas identified for improvement are the areas where there have been significant increases since 2006. These are:
  - induction to new post (Indicator 8);
  - reviewing learning and development needs with line managers (Indicator 2);
  - evaluation of training by line managers on completion (Indicator 9).

## **9. External Staff Responses**

- 9.1. At the time of the survey DFID had 307 consultants and temporary workers on the HR database. This year, these individuals were also invited to complete the survey. A total of 41 external staff responded to the survey and the breakdown of their responses is presented in Annex 7. They are not included in any other analysis in this report. This is a low response rate and so these results should be treated with some caution. Table 17 in Annex 7 shows the differences between responses from internal and external staff. Overall a similar pattern of results is seen for external staff compared with internal staff. Key differences are presented in the following paragraphs.
- 9.2. Fifty-nine per cent of internal staff think it is safe to speak up and challenge the way things are done in DFID compared with 64% of external staff. A smaller proportion of external staff than internal staff agree that change is well managed in the area where they work, 49% compared with 59%.
- 9.3. Eighty-two per cent of external staff agree that they understand how their work contributes to DFID's objectives, compared with 93% of internal staff. A smaller proportion of external staff than internal staff agree that their performance has improved as a result of skills they have developed over the past year, 56% compared with 79%.
- 9.4. Another large difference between internal and external staff is about fair and equal access to training. Whereas 75% of internal staff agree that they get fair and equal access to training, only 34% of external staff agree, a decrease of 9 percentage points since 2006. A smaller proportion of external staff agree that the results of the survey will be used to bring about positive change, 41% compared with 62% of internal staff.

**Sarah Hawkes**  
**December 2007**

## Annex 1 - Response Rates

Table 1 – Response rate by division

Division/Department	Survey Responses	Total Staff	Response Rate
<b>Department For International Development</b>	<b>2,037</b>	<b>2,530</b>	<b>81%</b>
Africa, E&CA, PASD and W&SA	536	682	79%
Communications	62	79	78%
Europe, Middle East and Americas Division	311	361	86%
Finance and Corporate Performance Division	156	211	74%
Global Development Effectiveness Division	52	67	78%
Human Resources Division	154	218	71%
International Finance and Europe Divion	41	52	79%
Information Systems Division	83	98	85%
Leadership Group	17	19	89%
Policy and Research Division	162	228	71%
South Asia	328	364	90%
Top Management Group	33	34	97%
United Nations, Conflict and Humanitarian Division	102	117	87%

## Annex 2 – Respondent characteristics

**Table 2 - Response by Gender**

Gender	Responses	Percentage of Responses	Percentage of DFID Internal Staff
Female	929	49%	50%
Male	978	51%	50%
Withheld <sup>1</sup>	72		
Missing <sup>2</sup>	58		

**Table 3 - Response by Location**

Location	Responses	Percentage of Responses	Percentage of DFID Internal Staff
Abercrombie House	382	19%	21%
London	593	30%	30%
Overseas	1,014	51%	49%
Withheld <sup>1</sup>	48		

**Table 4 - Response by Age-band**

Age Band	Responses	Percentage of Responses	Percentage of DFID Internal Staff
16-24	16	1%	1%
25-34	526	28%	26%
35-44	687	37%	35%
45-54	478	26%	26%
55+	166	9%	9%
Withheld <sup>1</sup>	105		
Missing <sup>2</sup>	59		

<sup>1</sup> The respondent chose not to include this information in their response

<sup>2</sup> This item of data is not held on the HR database for these respondents

**Table 5 - Response by appointee type**

Appointee Type	Responses	Percentage of Responses	Percentage of DFID Internal Staff
HCS Fixed Term	21	1%	1%
Permanent	1,247	62%	65%
SAIC	681	34%	31%
Inward Secondees	50	3%	3%
Withheld <sup>1</sup>	38		

**Table 6 - Response by Grade**

Grade	Responses	Percentage of Responses	Percentage of DFID Internal Staff
SCS	78	4%	4%
A1	181	9%	8%
A2	391	20%	18%
A3	181	9%	8%
B1	254	13%	13%
B1(D)	76	4%	4%
B2	385	19%	19%
C1	332	17%	18%
C2-C4	89	4%	7%
D1-D4	33	2%	2%
Withheld <sup>1</sup>	37		

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<sup>1</sup> The respondent chose not to include this information in their response

<sup>2</sup> This item of data is not held on the HR database for these respondents

**Table 7 - Response by Ethnicity**

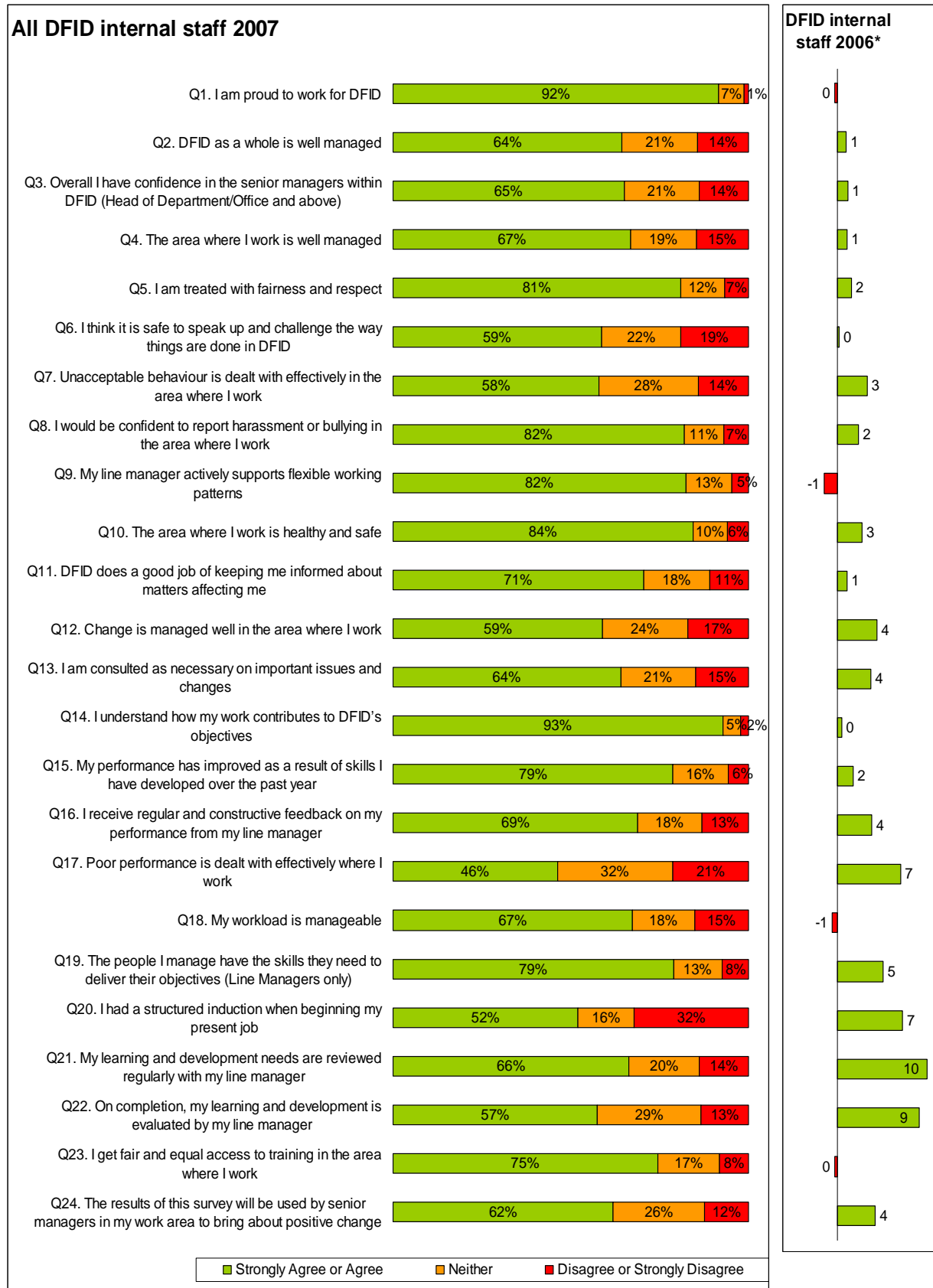
<b>Ethnicity</b>	<b>Responses</b>	<b>Percentage of Responses</b>	<b>Percentage of DFID Internal Staff</b>
Asian	49	5%	5%
Black	51	5%	5%
Mixed	26	2%	2%
Other	15	1%	2%
White	944	87%	86%
Withheld <sup>1</sup>	133		
Missing <sup>2</sup>	819		

**Table 8 – Response by disability status**

<b>Disability Status</b>	<b>Responses</b>	<b>Percentage of Responses</b>	<b>Percentage of DFID Internal Staff</b>
No	1,846	98%	98%
Yes	41	2%	2%
Withheld <sup>1</sup>	150		

### Annex 3 - Breakdown of all DFID responses

Figure 26



<sup>1</sup> Difference since 2006 in the percentage of respondents who answered 'Strongly agree' and 'Agree'.

## Annex 4 – Responses by characteristics

**Table 9 – Responses by Grade**

Question	Response	SCS	A	B	C&D
Q1. I am proud to work for DFID	Strongly agree or agree	94%	93%	89%	91%
	Neither	6%	6%	9%	8%
	Disagree or strongly disagree	0%	1%	2%	1%
Q2. DFID as a whole is well managed	Strongly agree or agree	82%	59%	60%	75%
	Neither	12%	24%	23%	16%
	Disagree or strongly disagree	6%	17%	17%	9%
Q3. Overall I have confidence in the senior managers within DFID (Head of Department/Office and above)	Strongly agree or agree	86%	60%	62%	72%
	Neither	8%	22%	23%	19%
	Disagree or strongly disagree	6%	17%	15%	9%
Q4. The area where I work is well managed	Strongly agree or agree	81%	63%	64%	74%
	Neither	17%	19%	21%	15%
	Disagree or strongly disagree	3%	18%	15%	11%
Q5. I am treated with fairness and respect	Strongly agree or agree	87%	83%	78%	80%
	Neither	8%	11%	14%	13%
	Disagree or strongly disagree	5%	6%	8%	7%
Q6. I think it is safe to speak up and challenge the way things are done in DFID	Strongly agree or agree	63%	58%	58%	59%
	Neither	14%	19%	23%	29%
	Disagree or strongly disagree	23%	23%	20%	12%
Q7. Unacceptable behaviour is dealt with effectively in the area where I work	Strongly agree or agree	82%	56%	54%	62%
	Neither	12%	30%	30%	25%
	Disagree or strongly disagree	6%	13%	16%	14%
Q8. I would be confident to report harassment or bullying in the area where I work	Strongly agree or agree	96%	85%	80%	76%
	Neither	4%	9%	12%	15%
	Disagree or strongly disagree	0%	6%	8%	9%
Q9. My line manager actively supports flexible working patterns	Strongly agree or agree	92%	84%	82%	79%
	Neither	6%	12%	13%	15%
	Disagree or strongly disagree	1%	4%	5%	5%
Q10. The area where I work is healthy and safe	Strongly agree or agree	90%	84%	82%	89%
	Neither	5%	10%	10%	9%
	Disagree or strongly disagree	5%	6%	8%	2%
Q11. DFID does a good job of keeping me informed about matters affecting me	Strongly agree or agree	88%	72%	66%	72%
	Neither	8%	17%	22%	19%
	Disagree or strongly disagree	4%	12%	12%	9%
Q12. Change is managed well in the area where I work	Strongly agree or agree	77%	54%	56%	67%
	Neither	12%	25%	26%	22%
	Disagree or strongly disagree	12%	21%	18%	11%
Q13. I am consulted as necessary on important issues and changes	Strongly agree or agree	86%	64%	61%	64%
	Neither	8%	20%	23%	22%
	Disagree or strongly disagree	6%	16%	17%	13%
Q14. I understand how my work contributes to DFID's objectives	Strongly agree or agree	100%	94%	92%	91%
	Neither	0%	3%	6%	7%
	Disagree or strongly disagree	0%	2%	2%	2%
Q15. My performance has improved as a result of skills I have developed over the past year	Strongly agree or agree	83%	78%	75%	83%
	Neither	12%	17%	18%	12%
	Disagree or strongly disagree	5%	5%	8%	4%

Question	Response	SCS	A	B	C&D
Q16. I receive regular and constructive feedback on my performance from my line manager	Strongly agree or agree	68%	65%	69%	74%
	Neither	14%	21%	18%	16%
	Disagree or strongly disagree	18%	14%	13%	10%
Q17. Poor performance is dealt with effectively where I work	Strongly agree or agree	76%	41%	41%	56%
	Neither	17%	35%	35%	29%
	Disagree or strongly disagree	8%	24%	25%	15%
Q18. My workload is manageable	Strongly agree or agree	69%	60%	65%	80%
	Neither	16%	19%	20%	14%
	Disagree or strongly disagree	16%	21%	15%	6%
Q19. The people I manage have the skills they need to deliver their objectives (Line Managers only)	Strongly agree or agree	79%	79%	78%	90%
	Neither	15%	12%	15%	3%
	Disagree or strongly disagree	6%	8%	7%	7%
Q20. I had a structured induction when beginning my present job	Strongly agree or agree	63%	50%	47%	60%
	Neither	10%	14%	18%	17%
	Disagree or strongly disagree	27%	36%	35%	23%
Q21. My learning and development needs are reviewed regularly with my line manager	Strongly agree or agree	67%	66%	65%	69%
	Neither	12%	21%	21%	18%
	Disagree or strongly disagree	22%	13%	14%	13%
Q22. On completion, my learning and development is evaluated by my line manager	Strongly agree or agree	50%	51%	58%	66%
	Neither	33%	34%	28%	23%
	Disagree or strongly disagree	17%	15%	14%	10%
Q23. I get fair and equal access to training in the area where I work	Strongly agree or agree	95%	81%	72%	65%
	Neither	4%	14%	18%	24%
	Disagree or strongly disagree	1%	6%	10%	11%
Q24. The results of this survey will be used by senior managers in my work area to bring about positive change	Strongly agree or agree	83%	63%	53%	68%
	Neither	14%	24%	31%	23%
	Disagree or strongly disagree	3%	13%	16%	9%

**Table 10 – Response by gender**

Question	Response	Female	Male
Q1. I am proud to work for DFID	Strongly agree and agree	92%	91%
	Neither	7%	8%
	Disagree and strongly disagree	1%	1%
Q2. DFID as a whole is well managed	Strongly agree and agree	65%	65%
	Neither	19%	23%
	Disagree and strongly disagree	16%	13%
Q3. Overall I have confidence in the senior managers within DFID (Head of Department/Office and above)	Strongly agree and agree	64%	66%
	Neither	21%	21%
	Disagree and strongly disagree	15%	13%
Q4. The area where I work is well managed	Strongly agree and agree	64%	70%
	Neither	20%	17%
	Disagree and strongly disagree	16%	13%
Q5. I am treated with fairness and respect	Strongly agree and agree	82%	82%
	Neither	12%	11%
	Disagree and strongly disagree	6%	7%
Q6. I think it is safe to speak up and challenge the way things are done in DFID	Strongly agree and agree	59%	60%
	Neither	22%	22%
	Disagree and strongly disagree	19%	18%
Q7. Unacceptable behaviour is dealt with effectively in the area where I work	Strongly agree and agree	55%	62%
	Neither	29%	26%
	Disagree and strongly disagree	16%	12%
Q8. I would be confident to report harassment or bullying in the area where I work	Strongly agree and agree	80%	86%
	Neither	12%	9%
	Disagree and strongly disagree	8%	5%
Q9. My line manager actively supports flexible working patterns	Strongly agree and agree	82%	83%
	Neither	13%	13%
	Disagree and strongly disagree	5%	5%
Q10. The area where I work is healthy and safe	Strongly agree and agree	84%	85%
	Neither	10%	9%
	Disagree and strongly disagree	6%	6%
Q11. DFID does a good job of keeping me informed about matters affecting me	Strongly agree and agree	72%	70%
	Neither	18%	19%
	Disagree and strongly disagree	10%	11%
Q12. Change is managed well in the area where I work	Strongly agree and agree	58%	61%
	Neither	24%	23%
	Disagree and strongly disagree	18%	16%
Q13. I am consulted as necessary on important issues and changes	Strongly agree and agree	64%	65%
	Neither	20%	21%
	Disagree and strongly disagree	15%	14%
Q14. I understand how my work contributes to DFID's objectives	Strongly agree and agree	94%	93%
	Neither	4%	5%
	Disagree and strongly disagree	2%	2%
Q15. My performance has improved as a result of skills I have developed over the past year	Strongly agree and agree	80%	77%
	Neither	15%	17%
	Disagree and strongly disagree	5%	6%
Q16. I receive regular and constructive feedback on my performance from my line manager	Strongly agree and agree	68%	70%
	Neither	18%	18%
	Disagree and strongly disagree	13%	12%

Question	Response	Female	Male
Q17. Poor performance is dealt with effectively where I work	Strongly agree and agree	43%	51%
	Neither	35%	30%
	Disagree and strongly disagree	22%	19%
Q18. My workload is manageable	Strongly agree and agree	66%	69%
	Neither	18%	18%
	Disagree and strongly disagree	16%	14%
Q19. The people I manage have the skills they need to deliver their objectives (Line Managers only)	Strongly agree and agree	78%	80%
	Neither	14%	13%
	Disagree and strongly disagree	7%	7%
Q20. I had a structured induction when beginning my present job	Strongly agree and agree	50%	55%
	Neither	16%	15%
	Disagree and strongly disagree	34%	30%
Q21. My learning and development needs are reviewed regularly with my line manager	Strongly agree and agree	66%	68%
	Neither	20%	19%
	Disagree and strongly disagree	14%	13%
Q22. On completion, my learning and development is evaluated by my line manager	Strongly agree and agree	55%	60%
	Neither	30%	28%
	Disagree and strongly disagree	15%	12%
Q23. I get fair and equal access to training in the area where I work	Strongly agree and agree	74%	76%
	Neither	17%	16%
	Disagree and strongly disagree	8%	8%
Q24. The results of this survey will be used by senior managers in my work area to bring about positive change	Strongly agree and agree	61%	63%
	Neither	26%	24%
	Disagree and strongly disagree	12%	12%

**Table 11– Responses by ethnicity**

Question	Response	Asian	Black	Mixed	Other	White
Q1. I am proud to work for DFID	Strongly agree and agree	98%	84%	88%	87%	91%
	Neither	2%	16%	12%	13%	7%
	Disagree and strongly disagree	0%	0%	0%	0%	2%
Q2. DFID as a whole is well managed	Strongly agree and agree	50%	67%	50%	53%	56%
	Neither	29%	24%	27%	27%	25%
	Disagree and strongly disagree	21%	10%	23%	20%	19%
Q3. Overall I have confidence in the senior managers within DFID (Head of Department/Office and above)	Strongly agree and agree	57%	67%	58%	53%	57%
	Neither	18%	20%	27%	33%	25%
	Disagree and strongly disagree	24%	14%	15%	13%	18%
Q4. The area where I work is well managed	Strongly agree and agree	55%	63%	73%	73%	63%
	Neither	24%	25%	19%	7%	19%
	Disagree and strongly disagree	20%	12%	8%	20%	18%
Q5. I am treated with fairness and respect	Strongly agree and agree	73%	73%	77%	87%	83%
	Neither	14%	18%	15%	0%	11%
	Disagree and strongly disagree	12%	10%	8%	13%	6%
Q6. I think it is safe to speak up and challenge the way things are done in DFID	Strongly agree and agree	42%	59%	65%	60%	59%
	Neither	21%	20%	15%	7%	20%
	Disagree and strongly disagree	38%	22%	19%	33%	21%
Q7. Unacceptable behaviour is dealt with effectively in the area where I work	Strongly agree and agree	46%	59%	46%	73%	56%
	Neither	25%	25%	42%	20%	29%
	Disagree and strongly disagree	29%	16%	12%	7%	16%
Q8. I would be confident to report harassment or bullying in the area where I work	Strongly agree and agree	69%	78%	77%	87%	85%
	Neither	18%	12%	15%	13%	9%
	Disagree and strongly disagree	12%	10%	8%	0%	6%
Q9. My line manager actively supports flexible working patterns	Strongly agree and agree	80%	82%	92%	87%	85%
	Neither	16%	16%	4%	7%	11%
	Disagree and strongly disagree	4%	2%	4%	7%	4%
Q10. The area where I work is healthy and safe	Strongly agree and agree	71%	84%	81%	93%	83%
	Neither	14%	16%	12%	0%	10%
	Disagree and strongly disagree	14%	0%	8%	7%	7%
Q11. DFID does a good job of keeping me informed about matters affecting me	Strongly agree and agree	58%	61%	69%	53%	68%
	Neither	21%	20%	23%	20%	19%
	Disagree and strongly disagree	21%	20%	8%	27%	13%
Q12. Change is managed well in the area where I work	Strongly agree and agree	39%	57%	54%	47%	55%
	Neither	41%	25%	38%	13%	23%
	Disagree and strongly disagree	20%	18%	8%	40%	22%
Q13. I am consulted as necessary on important issues and changes	Strongly agree and agree	57%	61%	62%	40%	63%
	Neither	20%	16%	27%	13%	21%
	Disagree and strongly disagree	22%	24%	12%	47%	17%
Q14. I understand how my work contributes to DFID's objectives	Strongly agree and agree	92%	86%	96%	93%	92%
	Neither	6%	10%	4%	0%	6%
	Disagree and strongly disagree	2%	4%	0%	7%	3%
Q15. My performance has improved as a result of skills I have developed over the past year	Strongly agree and agree	77%	80%	77%	73%	75%
	Neither	13%	10%	15%	27%	18%
	Disagree and strongly disagree	10%	10%	8%	0%	7%
Q16. I receive regular and constructive feedback on my performance from my line manager	Strongly agree and agree	73%	65%	73%	80%	65%
	Neither	14%	27%	27%	7%	19%
	Disagree and strongly disagree	12%	8%	0%	13%	16%

Question	Response	Asian	Black	Mixed	Other	White
Q17. Poor performance is dealt with effectively where I work	Strongly agree and agree	35%	53%	27%	53%	42%
	Neither	27%	37%	50%	13%	34%
	Disagree and strongly disagree	39%	10%	23%	33%	25%
Q18. My workload is manageable	Strongly agree and agree	57%	67%	65%	60%	63%
	Neither	18%	22%	19%	27%	19%
	Disagree and strongly disagree	24%	12%	15%	13%	18%
Q19. The people I manage have the skills they need to deliver their objectives (Line Managers only)	Strongly agree and agree	75%	65%	*	50%	80%
	Neither	4%	30%	*	25%	14%
	Disagree and strongly disagree	21%	4%	*	25%	6%
Q20. I had a structured induction when beginning my present job	Strongly agree and agree	47%	44%	54%	64%	47%
	Neither	16%	12%	19%	7%	16%
	Disagree and strongly disagree	37%	44%	27%	29%	37%
Q21. My learning and development needs are reviewed regularly with my line manager	Strongly agree and agree	65%	58%	65%	57%	65%
	Neither	20%	33%	27%	29%	19%
	Disagree and strongly disagree	14%	9%	8%	14%	16%
Q22. On completion, my learning and development is evaluated by my line manager	Strongly agree and agree	55%	53%	42%	57%	51%
	Neither	27%	37%	50%	36%	31%
	Disagree and strongly disagree	18%	9%	8%	7%	18%
Q23. I get fair and equal access to training in the area where I work	Strongly agree and agree	80%	70%	81%	93%	80%
	Neither	14%	16%	19%	0%	14%
	Disagree and strongly disagree	6%	14%	0%	7%	6%
Q24. The results of this survey will be used by senior managers in my work area to bring about positive change	Strongly agree and agree	49%	61%	50%	60%	57%
	Neither	27%	29%	42%	13%	27%
	Disagree and strongly disagree	24%	10%	8%	27%	16%

\* Subgroup too small to report separately

**Table 12 – Responses by disability status**

Question	Response	No	Yes
Q1. I am proud to work for DFID	Strongly agree or agree	92%	85%
	Neither	7%	10%
	Disagree or strongly disagree	1%	5%
Q2. DFID as a whole is well managed	Strongly agree or agree	65%	65%
	Neither	21%	18%
	Disagree or strongly disagree	14%	18%
Q3. Overall I have confidence in the senior managers within DFID (Head of Department/Office and above)	Strongly agree or agree	66%	54%
	Neither	21%	32%
	Disagree or strongly disagree	13%	15%
Q4. The area where I work is well managed	Strongly agree or agree	68%	66%
	Neither	18%	24%
	Disagree or strongly disagree	14%	10%
Q5. I am treated with fairness and respect	Strongly agree or agree	82%	78%
	Neither	12%	15%
	Disagree or strongly disagree	6%	7%
Q6. I think it is safe to speak up and challenge the way things are done in DFID	Strongly agree or agree	60%	54%
	Neither	22%	27%
	Disagree or strongly disagree	18%	20%
Q7. Unacceptable behaviour is dealt with effectively in the area where I work	Strongly agree or agree	58%	71%
	Neither	28%	22%
	Disagree or strongly disagree	14%	7%
Q8. I would be confident to report harassment or bullying in the area where I work	Strongly agree or agree	83%	80%
	Neither	11%	12%
	Disagree or strongly disagree	7%	7%
Q9. My line manager actively supports flexible working patterns	Strongly agree or agree	82%	93%
	Neither	13%	5%
	Disagree or strongly disagree	5%	2%
Q10. The area where I work is healthy and safe	Strongly agree or agree	85%	83%
	Neither	9%	10%
	Disagree or strongly disagree	6%	7%
Q11. DFID does a good job of keeping me informed about matters affecting me	Strongly agree or agree	71%	65%
	Neither	18%	20%
	Disagree or strongly disagree	10%	15%
Q12. Change is managed well in the area where I work	Strongly agree or agree	60%	61%
	Neither	23%	32%
	Disagree or strongly disagree	17%	7%
Q13. I am consulted as necessary on important issues and changes	Strongly agree or agree	65%	59%
	Neither	21%	22%
	Disagree or strongly disagree	14%	20%
Q14. I understand how my work contributes to DFID's objectives	Strongly agree or agree	93%	90%
	Neither	5%	2%
	Disagree or strongly disagree	2%	7%
Q15. My performance has improved as a result of skills I have developed over the past year	Strongly agree or agree	80%	80%
	Neither	15%	15%
	Disagree or strongly disagree	5%	5%
Q16. I receive regular and constructive feedback on my performance from my line manager	Strongly agree or agree	70%	68%
	Neither	18%	27%
	Disagree or strongly disagree	13%	5%

Question	Response	No	Yes
Q17. Poor performance is dealt with effectively where I work	Strongly agree or agree	47%	59%
	Neither	32%	24%
	Disagree or strongly disagree	21%	17%
Q18. My workload is manageable	Strongly agree or agree	68%	68%
	Neither	17%	20%
	Disagree or strongly disagree	15%	12%
Q19. The people I manage have the skills they need to deliver their objectives (Line Managers only)	Strongly agree or agree	80%	67%
	Neither	13%	25%
	Disagree or strongly disagree	8%	8%
Q20. I had a structured induction when beginning my present job	Strongly agree or agree	52%	51%
	Neither	16%	17%
	Disagree or strongly disagree	32%	32%
Q21. My learning and development needs are reviewed regularly with my line manager	Strongly agree or agree	67%	59%
	Neither	20%	32%
	Disagree or strongly disagree	13%	10%
Q22. On completion, my learning and development is evaluated by my line manager	Strongly agree or agree	58%	48%
	Neither	29%	38%
	Disagree or strongly disagree	13%	15%
Q23. I get fair and equal access to training in the area where I work	Strongly agree or agree	75%	80%
	Neither	17%	17%
	Disagree or strongly disagree	8%	2%
Q24. The results of this survey will be used by senior managers in my work area to bring about positive change	Strongly agree or agree	63%	56%
	Neither	25%	34%
	Disagree or strongly disagree	12%	10%

**Table 13 - Responses by age**

Question	Response	16-24	25-34	35-44	45-54	55+
Q1. I am proud to work for DFID	Strongly agree or agree	94%	94%	93%	88%	91%
	Neither	6%	6%	5%	11%	8%
	Disagree or strongly disagree	0%	0%	1%	1%	1%
Q2. DFID as a whole is well managed	Strongly agree or agree	81%	66%	68%	62%	56%
	Neither	19%	20%	19%	24%	27%
	'Disagree or strongly disagree'	0%	14%	13%	15%	17%
Q3. Overall I have confidence in the senior managers within DFID (Head of Department/Office and above)	Strongly agree or agree	81%	70%	67%	62%	54%
	Neither	13%	19%	20%	22%	29%
	'Disagree or strongly disagree'	6%	11%	13%	16%	17%
Q4. The area where I work is well managed	Strongly agree or agree	88%	68%	67%	69%	65%
	Neither	13%	19%	17%	18%	20%
	'Disagree or strongly disagree'	0%	13%	15%	13%	15%
Q5. I am treated with fairness and respect	Strongly agree or agree	88%	85%	81%	81%	82%
	Neither	6%	10%	12%	12%	11%
	'Disagree or strongly disagree'	6%	5%	7%	7%	7%
Q6. I think it is safe to speak up and challenge the way things are done in DFID	Strongly agree or agree	63%	61%	61%	58%	55%
	Neither	25%	22%	21%	24%	25%
	'Disagree or strongly disagree'	13%	18%	19%	18%	20%
Q7. Unacceptable behaviour is dealt with effectively in the area where I work	Strongly agree or agree	56%	56%	59%	61%	55%
	Neither	38%	27%	27%	28%	34%
	'Disagree or strongly disagree'	6%	17%	14%	11%	11%
Q8. I would be confident to report harassment or bullying in the area where I work	Strongly agree or agree	81%	84%	82%	84%	85%
	Neither	13%	11%	12%	9%	8%
	'Disagree or strongly disagree'	6%	5%	7%	7%	7%
Q9. My line manager actively supports flexible working patterns	Strongly agree or agree	88%	80%	84%	83%	86%
	Neither	6%	15%	12%	11%	11%
	'Disagree or strongly disagree'	6%	4%	4%	6%	3%
Q10. The area where I work is healthy and safe	Strongly agree or agree	75%	85%	86%	84%	83%
	Neither	19%	9%	9%	10%	13%
	'Disagree or strongly disagree'	6%	7%	5%	6%	4%
Q11. DFID does a good job of keeping me informed about matters affecting me	Strongly agree or agree	75%	70%	73%	71%	66%
	Neither	19%	19%	17%	20%	17%
	'Disagree or strongly disagree'	6%	11%	10%	9%	17%
Q12. Change is managed well in the area where I work	Strongly agree or agree	75%	59%	59%	62%	59%
	Neither	25%	25%	24%	20%	27%
	'Disagree or strongly disagree'	0%	17%	17%	18%	14%
Q13. I am consulted as necessary on important issues and changes	Strongly agree or agree	75%	64%	64%	65%	71%
	Neither	19%	23%	20%	21%	14%
	'Disagree or strongly disagree'	6%	13%	16%	14%	15%
Q14. I understand how my work contributes to DFID's objectives	Strongly agree or agree	81%	94%	94%	92%	95%
	Neither	6%	5%	4%	6%	3%
	'Disagree or strongly disagree'	13%	2%	2%	3%	2%
Q15. My performance has improved as a result of skills I have developed over the past year	Strongly agree or agree	75%	81%	82%	76%	66%
	Neither	25%	12%	13%	18%	28%
	'Disagree or strongly disagree'	0%	6%	5%	6%	6%
Q16. I receive regular and constructive feedback on my performance from my line manager	Strongly agree or agree	88%	68%	71%	67%	75%
	Neither	6%	18%	17%	19%	14%
	'Disagree or strongly disagree'	6%	13%	12%	14%	10%

Question	Response	16-24	25-34	35-44	45-54	55+
Q17. Poor performance is dealt with effectively where I work	Strongly agree or agree	56%	43%	47%	49%	49%
	Neither	38%	31%	31%	35%	35%
	'Disagree or strongly disagree'	6%	26%	22%	16%	16%
Q18. My workload is manageable	Strongly agree or agree	88%	66%	68%	65%	75%
	Neither	6%	18%	19%	19%	14%
	'Disagree or strongly disagree'	6%	16%	13%	15%	11%
Q19. The people I manage have the skills they need to deliver their objectives (Line Managers only)	Strongly agree or agree	*	75%	80%	80%	83%
	Neither	*	17%	13%	14%	8%
	'Disagree or strongly disagree'	*	8%	7%	7%	9%
Q20. I had a structured induction when beginning my present job	Strongly agree or agree	63%	50%	52%	55%	47%
	Neither	38%	17%	15%	14%	18%
	'Disagree or strongly disagree'	0%	34%	33%	31%	35%
Q21. My learning and development needs are reviewed regularly with my line manager	Strongly agree or agree	63%	66%	67%	66%	74%
	Neither	31%	21%	19%	20%	15%
	'Disagree or strongly disagree'	6%	13%	13%	15%	12%
Q22. On completion, my learning and development is evaluated by my line manager	Strongly agree or agree	75%	55%	59%	56%	64%
	Neither	13%	32%	27%	30%	28%
	'Disagree or strongly disagree'	13%	14%	14%	14%	8%
Q23. I get fair and equal access to training in the area where I work	Strongly agree or agree	63%	72%	74%	78%	82%
	Neither	19%	18%	17%	16%	14%
	'Disagree or strongly disagree'	19%	10%	9%	5%	4%
Q24. The results of this survey will be used by senior managers in my work area to bring about positive change	Strongly agree or agree	50%	64%	65%	61%	55%
	Neither	38%	23%	25%	27%	30%
	'Disagree or strongly disagree'	13%	12%	11%	12%	15%

\* Subgroup too small to report separately

**Table 14 - Responses by location**

Question	Response	London	East Kilbride	HSC Overseas	SAIC Overseas
Q1. I am proud to work for DFID	Strongly agree or agree	90%	89%	92%	94%
	Neither	8%	9%	7%	5%
	Disagree or strongly disagree	2%	2%	1%	1%
Q2. DFID as a whole is well managed	Strongly agree or agree	50%	56%	63%	84%
	Neither	28%	25%	23%	11%
	Disagree or strongly disagree	21%	18%	14%	5%
Q3. Overall I have confidence in the senior managers within DFID (Head of Department/Office and above)	Strongly agree or agree	56%	52%	65%	82%
	Neither	24%	30%	21%	13%
	Disagree or strongly disagree	20%	18%	14%	5%
Q4. The area where I work is well managed	Strongly agree or agree	59%	59%	70%	78%
	Neither	21%	24%	15%	15%
	Disagree or strongly disagree	20%	16%	16%	7%
Q5. I am treated with fairness and respect	Strongly agree or agree	83%	80%	85%	80%
	Neither	10%	13%	10%	14%
	Disagree or strongly disagree	6%	8%	5%	7%
Q6. I think it is safe to speak up and challenge the way things are done in DFID	Strongly agree or agree	55%	59%	60%	63%
	Neither	20%	23%	17%	27%
	Disagree or strongly disagree	25%	19%	23%	10%
Q7. Unacceptable behaviour is dealt with effectively in the area where I work	Strongly agree or agree	51%	52%	60%	68%
	Neither	34%	30%	27%	22%
	Disagree or strongly disagree	16%	18%	13%	10%
Q8. I would be confident to report harassment or bullying in the area where I work	Strongly agree or agree	83%	81%	85%	81%
	Neither	11%	10%	9%	13%
	Disagree or strongly disagree	6%	9%	6%	6%
Q9. My line manager actively supports flexible working patterns	Strongly agree or agree	84%	90%	78%	79%
	Neither	11%	8%	17%	14%
	Disagree or strongly disagree	4%	3%	5%	6%
Q10. The area where I work is healthy and safe	Strongly agree or agree	81%	91%	76%	90%
	Neither	12%	6%	14%	7%
	Disagree or strongly disagree	7%	3%	10%	3%
Q11. DFID does a good job of keeping me informed about matters affecting me	Strongly agree or agree	64%	66%	74%	79%
	Neither	23%	20%	16%	14%
	Disagree or strongly disagree	13%	14%	10%	7%
Q12. Change is managed well in the area where I work	Strongly agree or agree	46%	54%	60%	73%
	Neither	29%	24%	23%	20%
	Disagree or strongly disagree	25%	21%	16%	7%
Q13. I am consulted as necessary on important issues and changes	Strongly agree or agree	59%	61%	67%	71%
	Neither	22%	21%	19%	20%
	Disagree or strongly disagree	19%	18%	14%	9%
Q14. I understand how my work contributes to DFID's objectives	Strongly agree or agree	88%	91%	97%	96%
	Neither	7%	7%	2%	3%
	Disagree or strongly disagree	4%	3%	1%	1%
Q15. My performance has improved as a result of skills I have developed over the past year	Strongly agree or agree	73%	70%	81%	88%
	Neither	20%	22%	13%	9%
	Disagree or strongly disagree	7%	8%	6%	2%
Q16. I receive regular and constructive feedback on my performance from my line manager	Strongly agree or agree	66%	65%	63%	78%
	Neither	18%	19%	24%	14%
	Disagree or strongly disagree	16%	16%	14%	8%

Q17. Poor performance is dealt with effectively where I work	Strongly agree or agree	36%	39%	45%	62%
	Neither	40%	33%	30%	26%
	Disagree or strongly disagree	24%	28%	25%	13%
Q18. My workload is manageable	Strongly agree or agree	62%	65%	58%	78%
	Neither	19%	19%	22%	14%
	Disagree or strongly disagree	19%	16%	20%	8%
Q19. The people I manage have the skills they need to deliver their objectives (Line Managers only)	Strongly agree or agree	81%	81%	74%	78%
	Neither	12%	11%	19%	13%
	Disagree or strongly disagree	6%	7%	7%	9%
Q20. I had a structured induction when beginning my present job	Strongly agree or agree	45%	48%	54%	59%
	Neither	15%	15%	14%	18%
	Disagree or strongly disagree	40%	37%	31%	23%
Q21. My learning and development needs are reviewed regularly with my line manager	Strongly agree or agree	64%	60%	67%	73%
	Neither	21%	22%	21%	18%
	Disagree or strongly disagree	14%	19%	13%	10%
Q22. On completion, my learning and development is evaluated by my line manager	Strongly agree or agree	48%	50%	53%	73%
	Neither	35%	31%	33%	21%
	Disagree or strongly disagree	17%	18%	15%	6%
Q23. I get fair and equal access to training in the area where I work	Strongly agree or agree	81%	75%	80%	67%
	Neither	14%	18%	15%	20%
	Disagree or strongly disagree	5%	7%	6%	13%
Q24. The results of this survey will be used by senior managers in my work area to bring about positive change	Strongly agree or agree	55%	50%	64%	76%
	Neither	30%	31%	24%	19%
	Disagree or strongly disagree	15%	18%	13%	5%

## Annex 5 – Staff Appointed in Country

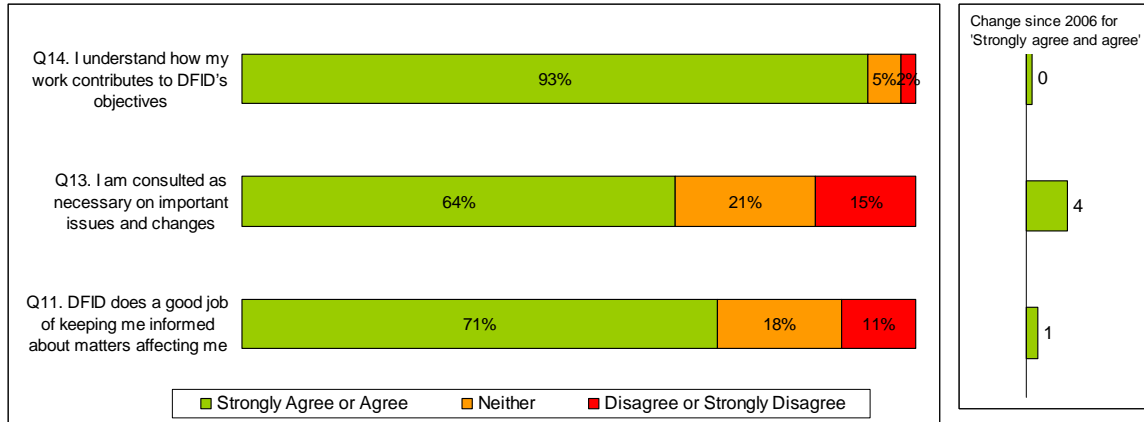
Table 15 – Responses by SAIC/non-SAIC

Question	Response	Non-SAIC	SAIC
Q1. I am proud to work for DFID	Strongly agree or agree	90%	94%
	Neither	8%	5%
	Disagree or strongly disagree	1%	1%
Q2. DFID as a whole is well managed	Strongly agree or agree	55%	84%
	Neither	26%	11%
	Disagree or strongly disagree	19%	5%
Q3. Overall I have confidence in the senior managers within DFID (Head of Department/Office and above)	Strongly agree or agree	57%	82%
	Neither	25%	13%
	Disagree or strongly disagree	18%	5%
Q4. The area where I work is well managed	Strongly agree or agree	62%	78%
	Neither	20%	15%
	Disagree or strongly disagree	18%	7%
Q5. I am treated with fairness and respect	Strongly agree or agree	82%	79%
	Neither	11%	14%
	Disagree or strongly disagree	7%	7%
Q6. I think it is safe to speak up and challenge the way things are done in DFID	Strongly agree or agree	57%	63%
	Neither	20%	27%
	Disagree or strongly disagree	23%	10%
Q7. Unacceptable behaviour is dealt with effectively in the area where I work	Strongly agree or agree	54%	67%
	Neither	31%	22%
	Disagree or strongly disagree	16%	10%
Q8. I would be confident to report harassment or bullying in the area where I work	Strongly agree or agree	83%	81%
	Neither	10%	13%
	Disagree or strongly disagree	7%	6%
Q9. My line manager actively supports flexible working patterns	Strongly agree or agree	84%	79%
	Neither	12%	15%
	Disagree or strongly disagree	4%	6%
Q10. The area where I work is healthy and safe	Strongly agree or agree	82%	90%
	Neither	11%	7%
	Disagree or strongly disagree	7%	3%
Q11. DFID does a good job of keeping me informed about matters affecting me	Strongly agree or agree	67%	78%
	Neither	20%	15%
	Disagree or strongly disagree	13%	7%
Q12. Change is managed well in the area where I work	Strongly agree or agree	52%	73%
	Neither	26%	20%
	Disagree or strongly disagree	22%	7%
Q13. I am consulted as necessary on important issues and changes	Strongly agree or agree	61%	71%
	Neither	21%	20%
	Disagree or strongly disagree	18%	9%
Q14. I understand how my work contributes to DFID's objectives	Strongly agree or agree	91%	96%
	Neither	6%	3%
	Disagree or strongly disagree	3%	1%
Q15. My performance has improved as a result of skills I have developed over the past year	Strongly agree or agree	74%	88%
	Neither	19%	10%
	Disagree or strongly disagree	7%	2%
Q16. I receive regular and constructive feedback on my performance from my line manager	Strongly agree or agree	65%	78%
	Neither	20%	15%
	Disagree or strongly disagree	16%	8%

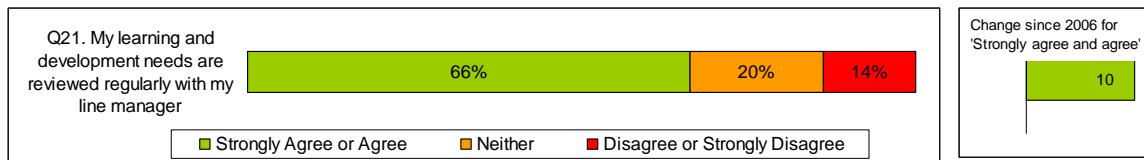


## Annex 6 – Investors in People Indicators

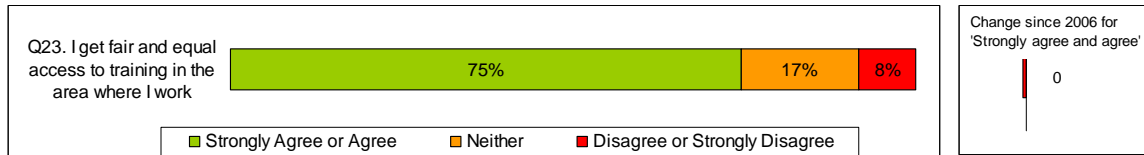
**Figure 27 - liP Indicator 1: A strategy for improving the performance of the organisation is clearly defined and understood.**



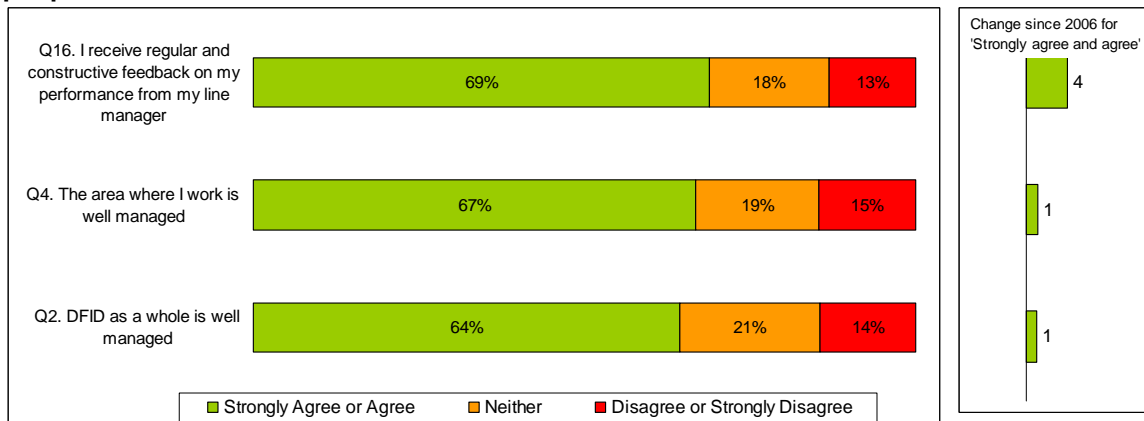
**Figure 28 - liP Indicator 2: Learning and development is planned to achieve the organisation's objectives**



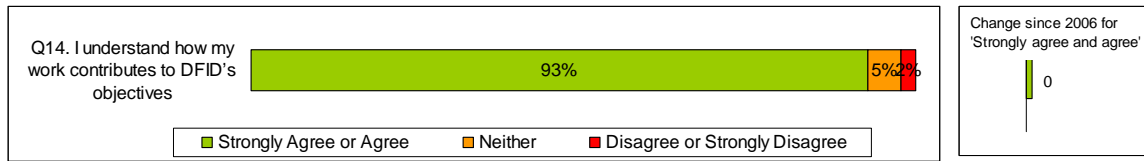
**Figure 29 - liP Indicator 3: Strategies for managing people are designed to promote equality of opportunity in the development of the organisation's people.**



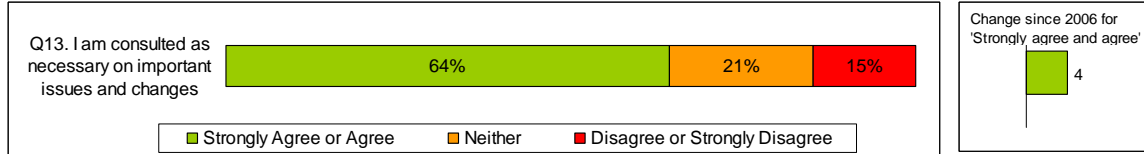
**Figure 30 - liP Indicator 5: Managers are effective in leading, managing and developing people.**



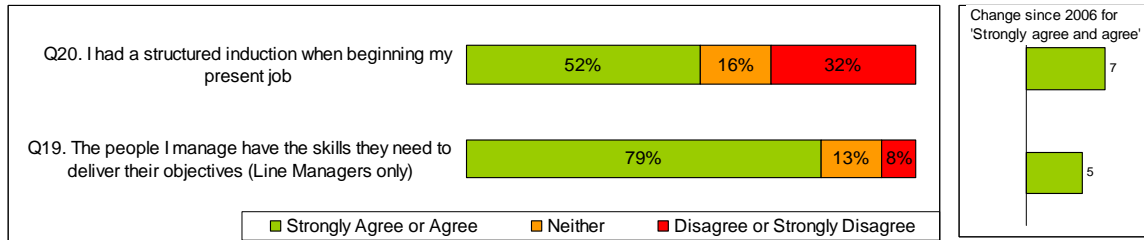
**Figure 31 - liP Indicator 6: People's contribution to the organisation is recognised and valued.**



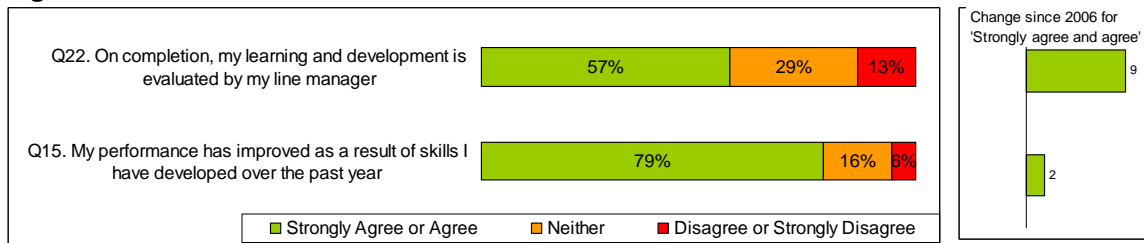
**Figure 32 - liP Indicator 7: People are encouraged to take ownership and responsibility by being involved in decision-making.**



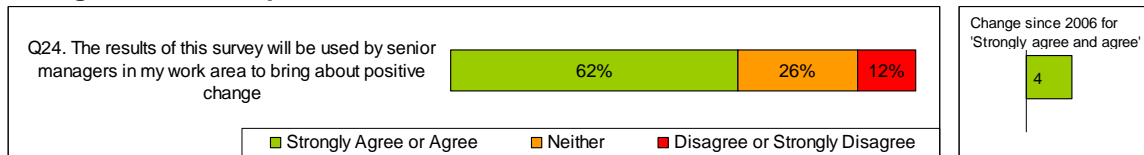
**Figure 33 - liP Indicator 8: People learn and develop effectively.**



**Figure 34 - liP Indicator 9: Investment in people improves the performance of the organisation.**

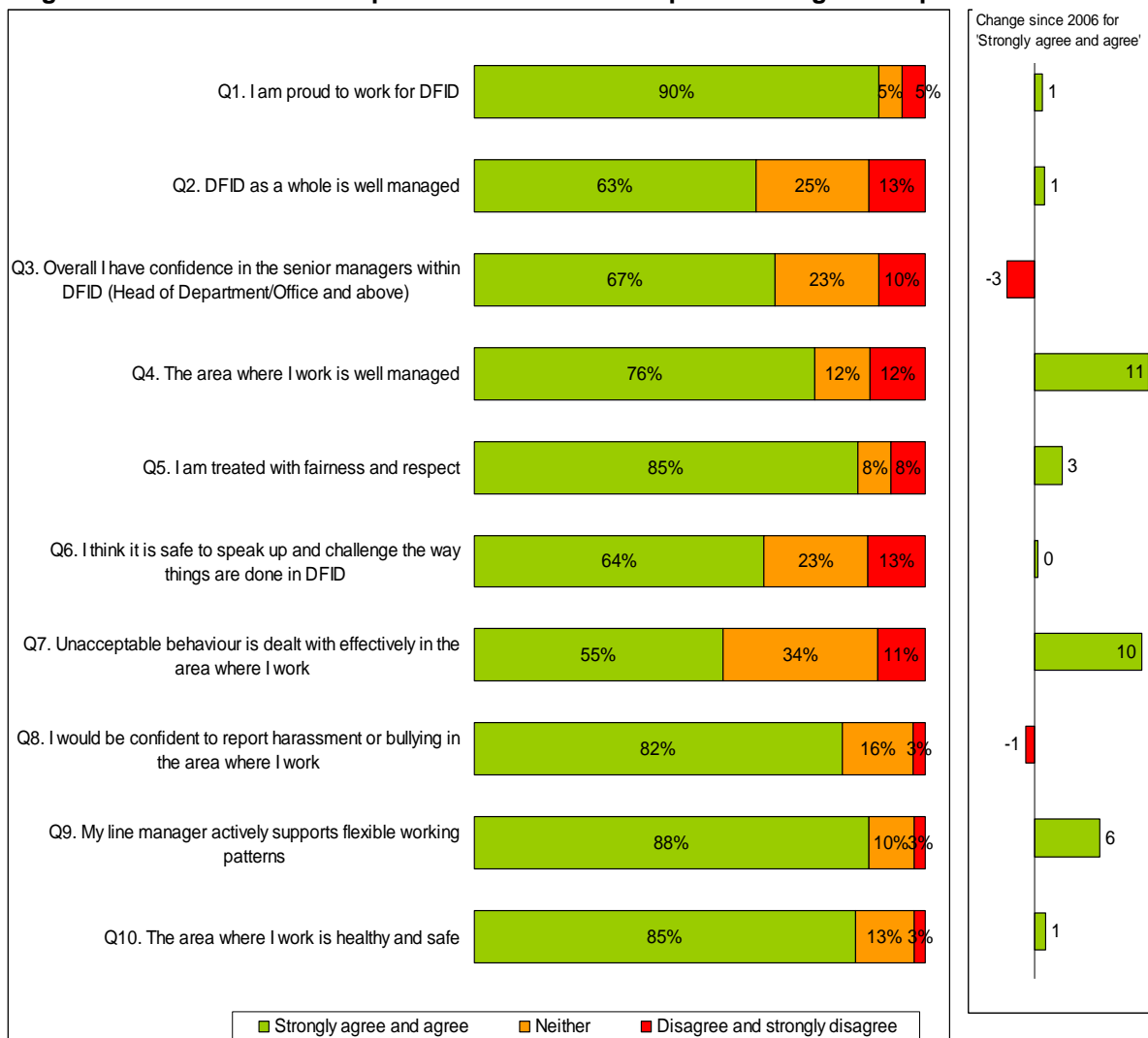


**Figure 35 - liP Indicator 10: Improvements are continually made to the way people are managed and developed.**

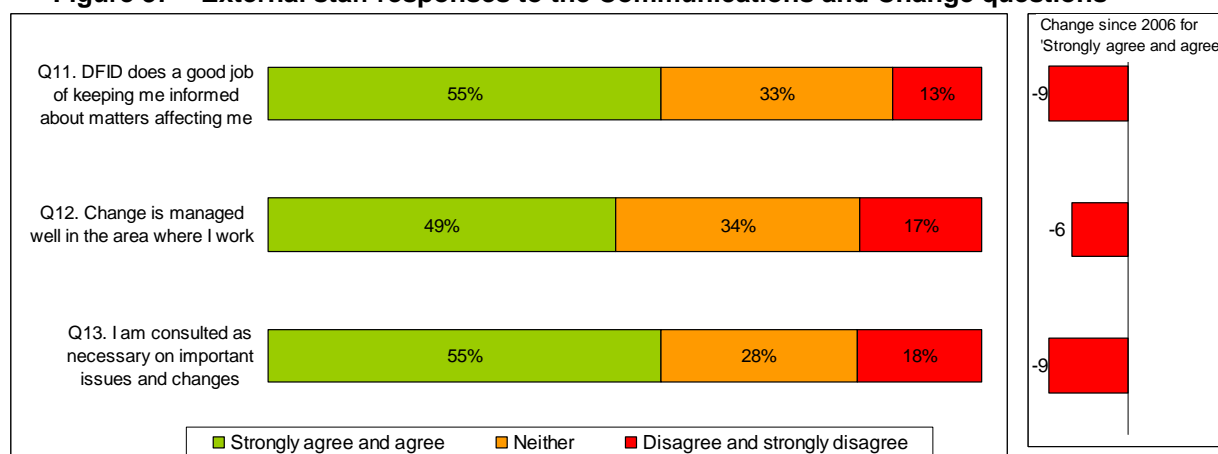


## Annex 7 – External staff responses

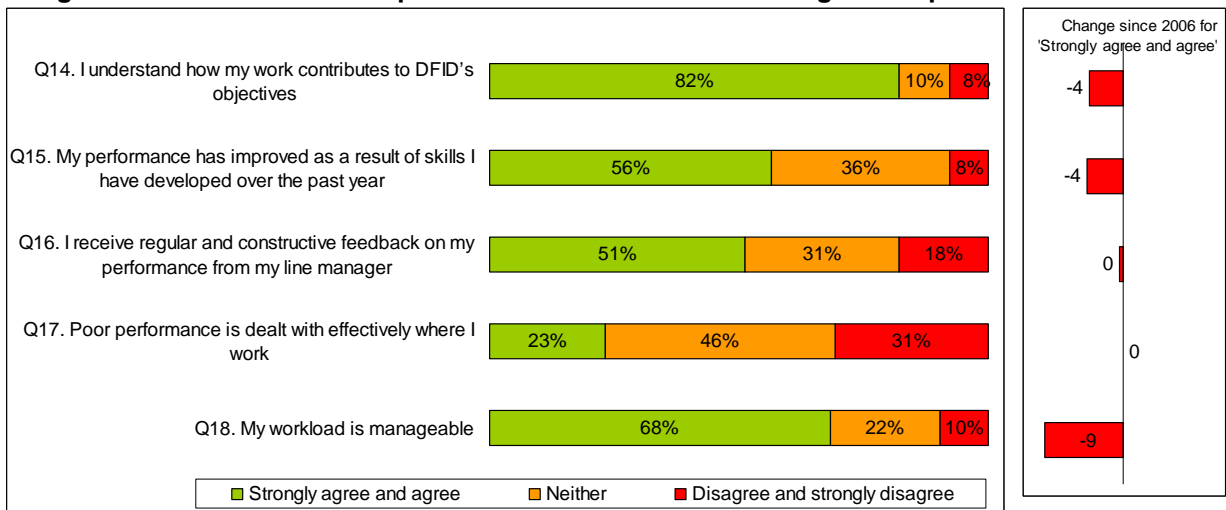
**Figure 36 – External staff responses to the Leadership and Management questions**



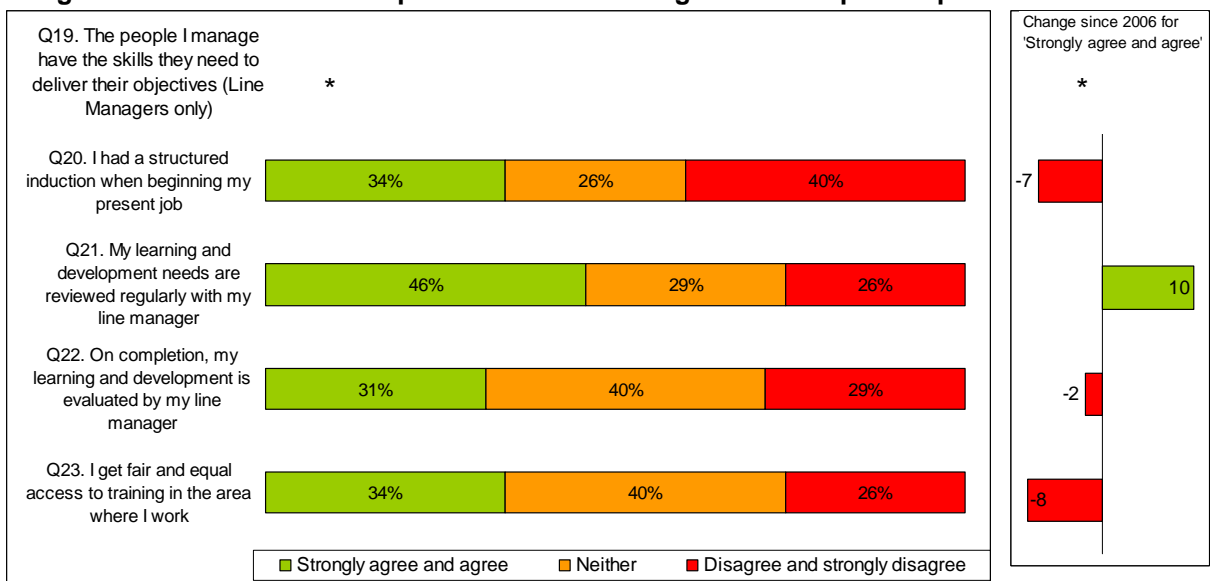
**Figure 37 – External staff responses to the Communications and Change questions**



**Figure 38 – External staff responses to the Performance Management questions**

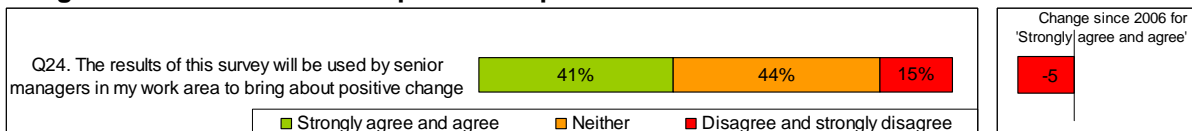


**Figure 39 – External staff responses to the Learning and Development questions**



\*Subgroup too small to report separately

**Figure 40 – External staff responses to question 24**



**Table 16 – Responses by external/internal staff**

Question	Response	External	Internal
Q1. I am proud to work for DFID	Strongly agree and agree	90%	92%
	Neither	5%	7%
	Disagree and strongly disagree	5%	1%
Q2. DFID as a whole is well managed	Strongly agree and agree	63%	64%
	Neither	25%	21%
	Disagree and strongly disagree	13%	14%
Q3. Overall I have confidence in the senior managers within DFID (Head of Department/Office and above)	Strongly agree and agree	67%	65%
	Neither	23%	21%
	Disagree and strongly disagree	10%	14%
Q4. The area where I work is well managed	Strongly agree and agree	76%	67%
	Neither	12%	19%
	Disagree and strongly disagree	12%	15%
Q5. I am treated with fairness and respect	Strongly agree and agree	85%	81%
	Neither	8%	12%
	Disagree and strongly disagree	8%	7%
Q6. I think it is safe to speak up and challenge the way things are done in DFID	Strongly agree and agree	64%	59%
	Neither	23%	22%
	Disagree and strongly disagree	13%	19%
Q7. Unacceptable behaviour is dealt with effectively in the area where I work	Strongly agree and agree	55%	58%
	Neither	34%	28%
	Disagree and strongly disagree	11%	14%
Q8. I would be confident to report harassment or bullying in the area where I work	Strongly agree and agree	82%	82%
	Neither	16%	11%
	Disagree and strongly disagree	3%	7%
Q9. My line manager actively supports flexible working patterns	Strongly agree and agree	88%	82%
	Neither	10%	13%
	Disagree and strongly disagree	3%	5%
Q10. The area where I work is healthy and safe	Strongly agree and agree	85%	84%
	Neither	13%	10%
	Disagree and strongly disagree	3%	6%
Q11. DFID does a good job of keeping me informed about matters affecting me	Strongly agree and agree	55%	71%
	Neither	33%	18%
	Disagree and strongly disagree	13%	11%
Q12. Change is managed well in the area where I work	Strongly agree and agree	49%	59%
	Neither	34%	24%
	Disagree and strongly disagree	17%	17%
Q13. I am consulted as necessary on important issues and changes	Strongly agree and agree	55%	64%
	Neither	28%	21%
	Disagree and strongly disagree	18%	15%
Q14. I understand how my work contributes to DFID's objectives	Strongly agree and agree	82%	93%
	Neither	10%	5%
	Disagree and strongly disagree	8%	2%
Q15. My performance has improved as a result of skills I have developed over the past year	Strongly agree and agree	56%	79%
	Neither	36%	16%
	Disagree and strongly disagree	8%	6%
Q16. I receive regular and constructive feedback on my performance from my line manager	Strongly agree and agree	51%	69%
	Neither	31%	18%
	Disagree and strongly disagree	18%	13%

Question	Response	External	Internal
Q17. Poor performance is dealt with effectively where I work	Strongly agree and agree	23%	46%
	Neither	46%	32%
	Disagree and strongly disagree	31%	21%
Q18. My workload is manageable	Strongly agree and agree	68%	67%
	Neither	22%	18%
	Disagree and strongly disagree	10%	15%
Q19. The people I manage have the skills they need to deliver their objectives (Line Managers only)	Strongly agree and agree	*	79%
	Neither	*	13%
	Disagree and strongly disagree	*	8%
Q20. I had a structured induction when beginning my present job	Strongly agree and agree	34%	52%
	Neither	26%	16%
	Disagree and strongly disagree	40%	32%
Q21. My learning and development needs are reviewed regularly with my line manager	Strongly agree and agree	46%	66%
	Neither	29%	20%
	Disagree and strongly disagree	26%	14%
Q22. On completion, my learning and development is evaluated by my line manager	Strongly agree and agree	31%	57%
	Neither	40%	29%
	Disagree and strongly disagree	29%	13%
Q23. I get fair and equal access to training in the area where I work	Strongly agree and agree	34%	75%
	Neither	40%	17%
	Disagree and strongly disagree	26%	8%
Q24. The results of this survey will be used by senior managers in my work area to bring about positive change	Strongly agree and agree	41%	62%
	Neither	44%	26%
	Disagree and strongly disagree	15%	12%

## Annex 8 – Survey methodology

### Questionnaire Design

The questionnaire was designed in collaboration with HR and other users to make sure that the survey would be fit for purpose. The design options were limited because of the inclusion of the twelve mandatory Cabinet Office (CO) questions and the standardised choice of responses:

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

As well as the new CO questions, some of the questions used in previous DFID surveys were revised to take account of the new choice of response and to make them more robust. The aims were to focus the questions on four key areas of management: leadership, communications, performance and development.

The questionnaire was then tested on a focus group made up of people from different departments and of different grades to further ensure that the questions would be understood by respondents. A copy of the questionnaire can be found in Annex 9 with the CO questions highlighted.

### Population of Interest

Everyone working in DFID, including consultants and temporary workers, was invited to take part in the survey. The main focus was on internal staff which includes permanent and pensionable individuals (including Staff Appointed in Country); Home Civil Servants on fixed term contracts; and individuals seconded to DFID. Responses from external staff (consultants and temporary workers) were also welcomed and have been summarised separately. Individuals seconded from DFID were not included as they are managed by their host organisations.

### Process

The final questionnaire was sent to ISD who used the same system as 2006. The system was also redesigned in 2006 to pick up information about the individual completing the survey from the HR database and 'Yourself'. The details it picked up were: department, grade, gender, ethnicity, disability status, age band, contract type and location. The individual could then choose whether to include this information or not. Department and grade were mandatory and had to be included. In order to prevent an individual from completing the survey more than once, as soon as an individual submitted a response their log-in was encrypted and appeared as a 26 character code on the data. This is a one-way process and it is **not** possible to undo this and get back to the original log-in. If that individual completed the survey again, the system would encrypt their log-in again to the same 26 character code and overwrite their previous response automatically.

In the run up to the launch of the survey, Directors and Cabinets were asked to check and make sure that the HR database was up to date with the right people in the right departments. This was to make sure that when people responded to the survey their

response would be allocated to the correct department. This had been a problem in previous years.

The opinions of SAIC are essential to assessing staff satisfaction in DFID. SAIC often do not have access to a computer, but this does not mean they shouldn't be able to respond. To overcome this, overseas office managers were asked to hold a group meeting with SAIC that do not have access to a computer to explain the purpose of the survey, go through the questionnaire and answer any related queries. As well as comprehensive instructions on handling, overseas offices were also provided with a paper version of the questionnaire and address labels to ensure that individuals could return their responses individually to the survey team in London. Overseas offices were sent all of this information in advance of the launch date to give them maximum time to prepare and then undertake this exercise during survey period.

In previous years this has not been handled as well as it could have been and this has resulted in a lack of confidence in the integrity of the responses received on paper. In 2006 and again this year, the process appears to have worked very well. Hard copy responses were received individually and the responses were passed, unopened, to the statistics adviser working on the survey.

The survey period lasted for four and a half weeks and on one day during each week of the survey there was a Spotlight reminder about the survey highlighting different issues being addressed by the survey. These were:

- Are you proud to work for DFID?
- How well do we communicate in DFID?
- Is feedback on performance a two-way street?
- Has learning and development improved your performance?
- Do you think senior managers are listening?

For the majority of the survey period there was also a permanent reminder on the HR module of the Insight Homepage. An automated response rate report was available on Insight for Heads of Department to monitor response rates in their groups and encourage staff in areas with low response rates to complete the survey. These were aggregated up to a Divisional level and reported to Directors during the survey period. The survey closed on 10 October, although all late paper responses were accepted and included.

### **Confidentiality and Disclosure**

The data stored in the system did **not** contain names, staff numbers, log-in details or any other information that would enable a response to be directly matched to an individual. The paper responses were passed un-opened to the statistics adviser working on the survey, who held them securely and entered the details into a secure database.

At the end of the survey period, the data submitted electronically was downloaded into Excel and passed to the statistics adviser for analysis. This was also held securely and no one else was given access to the data. Access to the data from the survey was restricted to the IT staff managing the system and the statisticians analysing it. No other individuals were able to access the data.

When analysing the data and particularly when reporting on sub-groups, for instance in a particular department, only groups with more than ten individuals responding have been reported on. Any groups with fewer than ten people are deemed to be too small and no analysis of any such group has been carried out. Moreover, any analysis that could potentially identify individuals through the presentation of combinations of characteristics has not been presented nor made available to others.

## **Analysis**

The data from the electronic survey and the hard copy responses received were merged together and imported into SPSS (a statistical software package) for analysis. Initial checks were carried out on the data to look for inconsistencies and to ensure that the data were robust for the analysis. ISD were able to provide breakdowns of staff by all of the characteristics covered in the survey to enable comparisons between the respondent group and the organisation as a whole.

A high level summary of the main findings was presented to the leadership group prior to the completion of this report. This gave them an early opportunity to begin to think about what their response to some of the challenges highlighted in the survey might be. The final DFID report was produced in collaboration between the statistics cadre and HR Division to ensure that it would not only be technically correct, but also useful as a tool for Directors.

There are many more ways that the data can be cut and Divisions are encouraged to think carefully about what further breakdowns would be useful to them for use with in their departments.

## Annex 9 – Questionnaire

### 2007 MANAGEMENT SURVEY

It is vital that you complete your grade and where you work otherwise we can't use the information you give us

<b>Grade:</b>	
<b>Area where I work</b>	

It would also be helpful if you could give share with us some other information to help us with the analysis of the results from the Survey:

<b>Gender</b>	Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
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<b>Ethnic origin</b>	
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<b>Disability</b>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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<b>Age Group</b>	16-24	<input type="checkbox"/>	25-34	<input type="checkbox"/>	35-44	<input type="checkbox"/>	45-54	<input type="checkbox"/>	55+	<input type="checkbox"/>
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<b>Sexual Orientation</b>	Bisexual	<input type="checkbox"/>	Gay	<input type="checkbox"/>	Heterosexual	<input type="checkbox"/>	Lesbian	<input type="checkbox"/>
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<b>Religion</b>	
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<b>Contract Type</b>	Permanent	<input type="checkbox"/>	SAIC	<input type="checkbox"/>	External	<input type="checkbox"/>
	HCS Fixed Term	<input type="checkbox"/>			Inward Seconded	<input type="checkbox"/>

<b>Location</b>	Abercrombie House	<input type="checkbox"/>	Palace Street	<input type="checkbox"/>	Overseas	<input type="checkbox"/>
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<b>Length of time in current department/office (months/years)</b>	
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<b>Are you a Line Manager?</b>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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To what extent would you agree with the following statements:

#### Section 1: Leadership and Management

**Q1. I am proud to work for DFID**

Strongly agree  Agree  Neither agree or disagree  Disagree  Strongly disagree

**Q2. DFID as a whole is well managed**

Strongly agree  Agree  Neither agree or disagree  Disagree  Strongly disagree

**Q3. Overall I have confidence in the senior managers within DFID (Head of Department/Office and above)**

Strongly agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree or disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
<b>Q4. The area where I work is well managed</b>				
Strongly agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree or disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
<b>Q5. I am treated with fairness and respect</b>				
Strongly agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree or disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
<b>Q6. I think it is safe to speak up and challenge the way things are done in DFID</b>				
Strongly agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree or disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
Q7. Unacceptable behaviour is dealt with effectively in the area where I work				
Strongly agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree or disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
Q8. I would be confident to report harassment or bullying in the area where I work				
Strongly agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree or disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
Q9. My line manager actively supports flexible working patterns				
Strongly agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree or disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
Q10. The area where I work is healthy and safe				
Strongly agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree or disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
<b>Section 2: Communications and Change</b>				
<b>Q11. DFID does a good job of keeping me informed about matters affecting me</b>				
Strongly agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree or disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
Q12. Change is managed well in the area where I work				
Strongly agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree or disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
Q13. I am consulted as necessary on important issues and changes				
Strongly agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree or disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
<b>Section 3: Performance Management</b>				
<b>Q14. I understand how my work contributes to DFID's objectives</b>				
Strongly agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree or disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
<b>Q15. My performance has improved as a result of skills I have developed over the past year</b>				
Strongly agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree or disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
<b>Q16. I receive regular and constructive feedback on my performance from my line manager</b>				
Strongly agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree or disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
<b>Q17. Poor performance is dealt with effectively where I work</b>				
Strongly agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree or disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
Q18. My workload is manageable				
Strongly agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree or disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>

**Section 4: Learning and Development**

**(Line Managers only) Q19. The people I manage have the skills they need to deliver their objectives**

Strongly agree  Agree  Neither agree or disagree  Disagree  Strongly disagree

Q20. I had a structured induction when beginning my present job

Strongly agree  Agree  Neither agree or disagree  Disagree  Strongly disagree

Q21. My learning and development needs are reviewed regularly with my line manager

Strongly agree  Agree  Neither agree or disagree  Disagree  Strongly disagree

Q22. On completion, my learning and development is evaluated by my line manager

Strongly agree  Agree  Neither agree or disagree  Disagree  Strongly disagree

Q23. I get fair and equal access to training in the area where I work

Strongly agree  Agree  Neither agree or disagree  Disagree  Strongly disagree

**And finally:**

Q24. The results of this survey will be used by senior managers in my work area to bring about positive change

Strongly agree  Agree  Neither agree or disagree  Disagree  Strongly disagree

You are invited to provide examples and comments in this section that will help us identify particular strengths and priority areas for improvement, including SAIC-specific issues. If you prefer not to add further comments, please write "NONE".

Tell us what is done well in the area where you work:

Tell us what could be done better in the area where you work:

**Have you completed your grade and where you work?** If you don't we can't use the information you give us.

Once you have completed the Survey, please send it back to David Reid, 8W18, Palace Street in a sealed envelope marked "Restricted - Staff".

Thank you very much for taking the time to fill in the Survey. Your help is very much appreciated.