



Staff Survey 2005

Report for Defra

July 2005

Overall Questionnaire Score	57%
Number of responses from Defra	2833
Response Rate *	64%

*Assumes 4411 individuals in Defra, based on HR headcount 2005

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Introduction

Overview

This report has been designed to provide Defra with information which identifies strengths as well as areas for further improvement.

Sections Scores

The questions have been grouped into sections and a score for each section has been calculated.

Section scores are calculated as the sum of favourable responses given to all questions in that section divided by the number of answers to all questions in the group. In effect this means that differences in the number of respondents answering each question and the differences in group sizes are taken into account when calculations are made.

Overall Score

An overall average favourable score for the whole survey has also been calculated using all the questions in part 1 and 2 of the survey, that have a favourable response.

Confidentiality

No score will be given for any group of less than ten respondents. This is to ensure the confidentiality of respondents.

Report Contents

Section 1 Response Rates

This shows the number of respondents who completed the questionnaire and is broken down by Directorate General, Directorate and Division.

Section 2 Section Scores

This part of the report shows the favourable scores for each section. A section is a collection of questions, all of which relate to the same theme. The favourable score is calculated by taking the favourable scores from each question within the section, and calculating an average. In the graph below, the sections are ordered from the most favourably scoring section, to the least.

Section 3 Highlights and Lowlights

This shows the highlights and lowlights for the survey. These results include comparisons against the 2004 data and a Central Government Benchmark.

Section 4: All Questions

This shows the results benchmarked against the 2004 Defra staff survey results and against the average scores for other Central Government organisations.

1 Response Rates

2833 members of staff took part in the survey: this represents a response rate of 64%.

The number of respondents and response rate of each part of the organisation is shown below.

Unit	Respondents	Population	% response
Defra	2833	4411	64%
Animal Health and Welfare	388	636	61%
Animal Health Directorate	123	194	63%
Animal Health & Welfare Strategy Division	19	23	83%
Animal Health Directorate Level Division	1	2	50%
Animal Health Other	-	1	-
Animal Welfare	41	57	72%
Exotic Disease Prevention & Control Division	33	56	59%
Livestock Data Division	19	34	56%
Rabies and Equine Division	10	21	48%
Chief Veterinary Officer Directorate	23	35	66%
Animal Health Welfare and Planning	23	35	66%
Transmissible Spongiform Encephalopathies & Zoonoses Directorate	65	114	57%
Animal Disease Control	23	37	62%
Bovine Spongiform Encephalopathies	20	50	40%
SEAC Secretariat	7	8	88%
Sheep TSE Division	13	16	81%
TSEZ Directorate Other	2	3	67%
Veterinary Directorate	177	293	60%
International Animal Health Division	60	99	61%
New Endemic & Zoonotic Diseases Division	31	37	84%
TB Division	55	109	50%
Veterinary Directorate Other	10	12	83%
Veterinary Exotic Diseases Division	5	13	38%
Veterinary Research Division	16	23	70%
Environment	500	827	60%
Climate Energy and Environmental Risk Directorate	126	252	50%
CEER Directorate Level Division	7	13	54%
Chemical and Genetically Modified Policy	22	40	55%
Global Atmosphere	26	62	42%
Government Decontamination and Recovery Service	8	18	44%
National Climate Change Policy Division	28	48	58%
Radioactive Substances	19	31	61%
Sustainable Energy Policy	16	40	40%
Environment Quality and Waste Directorate	102	165	62%
Air and Environment Quality	28	46	61%
EQW Other	8	11	73%
Local Environment Quality Unit	9	15	60%
Waste Implementation Policy	10	22	45%
Waste Management	22	39	56%
Waste Strategy	25	32	78%
Environment Strategy Directorate	112	178	63%
Environment and Sustainable Development International	15	24	63%
Environment Partnerships, Delivery and Finance	10	14	71%
Environment Policy Economics	8	18	44%
Environment Regulation Policy Division	9	15	60%

1 Response Rates

2833 members of staff took part in the survey: this represents a response rate of 64%.

The number of respondents and response rate of each part of the organisation is shown below.

Unit	Respondents	Population	% response
Defra	2833	4411	64%
Environment Statistics Indicators	17	18	94%
Environment, Business and Consumers	23	31	74%
ESD Other	5	9	56%
Europe Environment Division	20	35	57%
Royal Commission on Environmental Pollution	5	14	36%
Water Directorate	160	232	69%
Drinking Water Inspectorate	19	31	61%
Flood Management Division	51	59	86%
Marine and Waterways Division	31	51	61%
Marine Legislation	1	1	100%
Water Directorate Level Division	4	6	67%
Water Quality	26	44	59%
Water Supply and Regulation	28	40	70%
Finance Planning and Resources	196	278	71%
Accounting Services Division	99	132	75%
Finance Other	2	4	50%
Financial Management and Systems Strategy Division	24	30	80%
Financial Strategy Division	15	21	71%
Internal Audit Division	28	44	64%
Procurement and Contracts Division	14	27	52%
Program Project Management Unit	14	20	70%
Legal	86	167	51%
Natural Resources & Rural Affairs	302	427	71%
Modernising Rural Development and Delivery Directorate	52	71	73%
Conservation, Uplands and Rural Europe Division	21	26	81%
Modernising Rural Delivery Division	20	27	74%
MRDD Other	4	7	57%
Rural Funding Review	7	11	64%
Natural Resources and Rural Affairs Directorate	6	8	75%
Natural Resources and Rural Affairs Other	6	8	75%
Rural Policy Directorate	84	117	72%
Local and Regional Government Division	9	12	75%
Rural Communities Division	9	21	43%
Rural Economies and Strategies Division	30	36	83%
Rural Partnerships Division	15	20	75%
Rural Policy Directorate Other	5	8	63%
Rural Services Division	16	20	80%
Wildlife Countryside and Land Use Directorate	160	231	69%
European Wildlife Division	30	47	64%
Forestry Soil and Uplands Division	1	1	100%
Global Wildlife Division	36	57	63%
NRRA Finance and Corporate Services Division	15	20	75%
NRRA Science Division	7	10	70%
Sponsorship, Landscape and Recreation Division	33	46	72%

1 Response Rates

2833 members of staff took part in the survey: this represents a response rate of 64%.

The number of respondents and response rate of each part of the organisation is shown below.

Unit	Respondents	Population	% response
Defra	2833	4411	64%
Sustainable Land Use	29	40	73%
WCLU Other	9	10	90%
Operations and Service Delivery	558	915	61%
Communications Directorate	62	102	61%
CD Corporate Services	8	14	57%
CD DEFRA Forms Management and Design	1	1	100%
CD DEFRA Internal Communications	7	7	100%
CD Directorate Level Division	7	12	58%
CD Interactive Media	12	12	100%
CD Marketing	11	18	61%
CD Strategic Communications Unit	4	7	57%
Defra Press Office	12	31	39%
Corporate Services Directorate	364	638	57%
Catalyst	12	16	75%
Contingency Planning and Security Division	23	58	40%
CSD Other	8	8	100%
Estates Division	75	161	47%
Human Resources Services Division	113	196	58%
Human Resources Strategy and Policy Division	25	44	57%
Information Management Division	65	79	82%
Secretariat	43	76	57%
Improvement Delivery Group Directorate	132	175	75%
Delivery Strategy Team Division	25	33	76%
Business Development Team	12	18	67%
Corporate Development Team	25	26	96%
IDG Other	14	15	93%
Intelligent Customer Function	56	83	67%
Science Economics and Statistics	42	65	65%
Central Analytical Directorate	4	8	50%
Science Quality, Audit and Support Division	23	32	72%
Science Strategy & International Division	14	22	64%
SD Other	1	3	33%
Strategy and Sustainable Development	52	80	65%
Better Regulation Unit	10	15	67%
SSDD Other	-	2	-
Strategy unit	3	5	60%
Sustainable Development Commission Secretariat	12	24	50%
Sustainable Development Unit	27	34	79%
Sustainable, Farming, Food and Fisheries DG	704	1016	69%
EU and International Policy Directorate	36	57	63%
EUIP Other	2	3	67%
European Union and International Agriculture Division	21	30	70%
European Union and International Co-ordination Division	13	24	54%

1 Response Rates

2833 members of staff took part in the survey: this represents a response rate of 64%.
The number of respondents and response rate of each part of the organisation is shown below.

Unit	Respondents	Population	% response
Defra	2833	4411	64%
Fisheries Directorate	140	210	67%
FISH Directorate Level Division	6	10	60%
Fisheries and Aquatic Science Unit	4	4	100%
Fisheries I (Structures and Markets)	19	28	68%
Fisheries II (Aquaculture, Salmon and Freshwater Fish)	8	13	62%
Fisheries III (Sea Fisheries Conservation)	11	16	69%
Fisheries IV (Management and Control)	14	19	74%
Sea Fisheries Inspectorate	78	120	65%
Food Chain Analysis and Farming Regulation Directorate	162	215	75%
Corporate Services Division	12	17	71%
Farm Focus Division	29	39	74%
Farming Regulation Strategy Division	9	10	90%
Food Chain Analysis and Farming Regulation Directorate Division	2	2	100%
Food Chain Analysis Division 1	7	10	70%
Food Chain Analysis Division 2	18	24	75%
Food Chain Analysis Division 3	34	43	79%
Food Chain Analysis Division 4	34	51	67%
Sustainable Farming & Food Science Division	17	19	89%
Food Industry and Crops Directorate	276	391	71%
Arable Crops	15	15	100%
FIC Directorate Level Division	6	6	100%
Food and Drinks Industry	12	20	60%
Food Chain Marketing and Competitiveness	10	18	56%
Horticulture, Potatoes and HMI	72	97	74%
Organic Farming and Industrial Crops Division	16	28	57%
Plant Health and PHSI	116	166	70%
Plant Variety Rights Office and Seeds	29	41	71%
SFFF Other	7	7	100%
Sustainable Agriculture and Livestock Products Directorate	83	136	61%
Livestock Products	44	72	61%
Livestock Strategy	18	27	67%
SALP Directorate Level Division	-	2	-
Sustainable Agriculture	15	28	54%
Sustainable Food and Farming Strategy	6	7	86%
Division not known	5	-	-

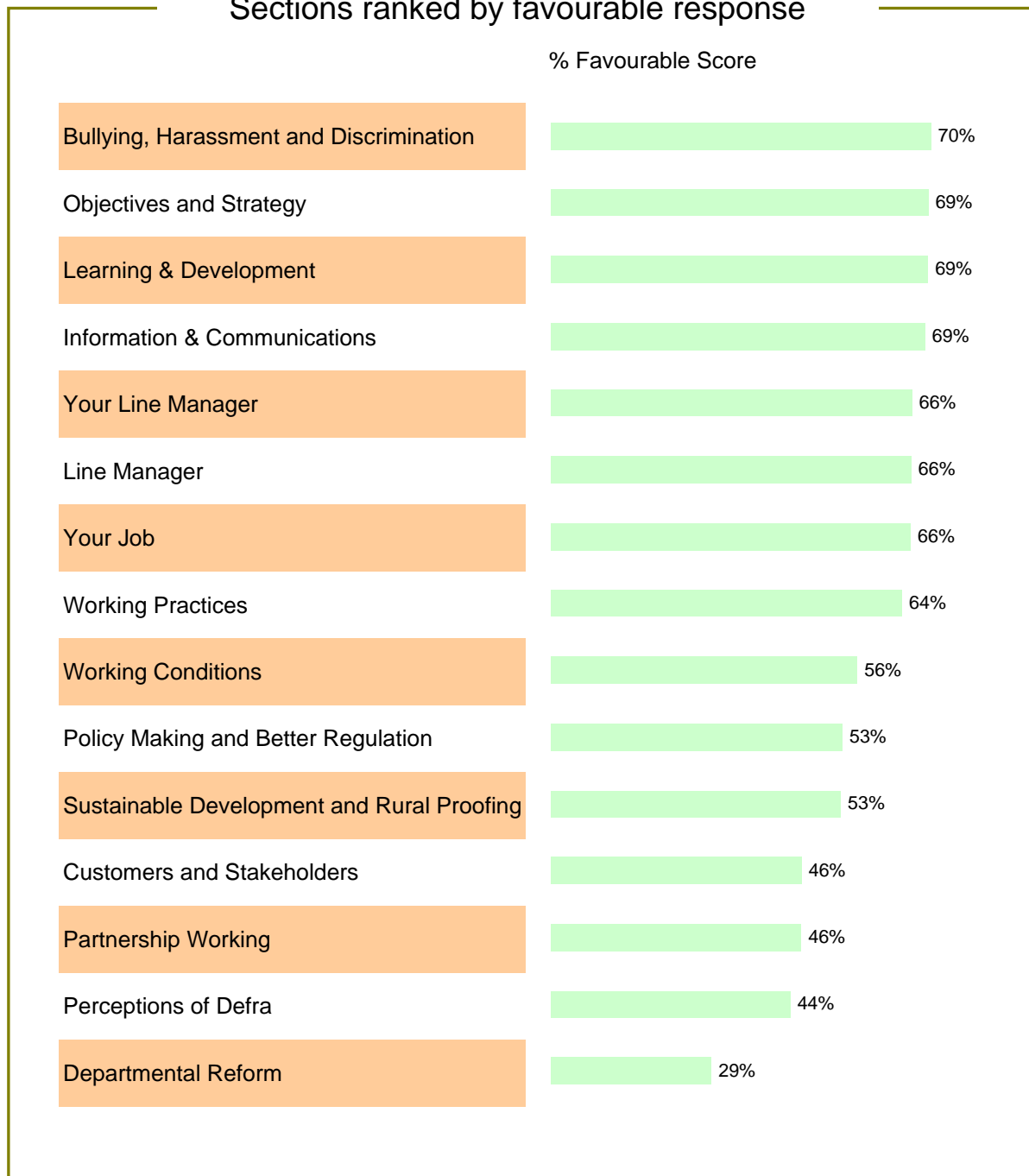
2 Sections Scores

This part of the report shows the favourable scores for each section. A section is a collection of questions, all of which relate to the same theme. The favourable score is calculated by taking the favourable scores from each question within the section,

Please note that the Bullying, Harassment and Discrimination section contains negatively worded questions, therefore disagreeing with the statement is taken as the favourable response and used to calculate the favourable section score.

Average favourable score: 57% (All questions)

Sections ranked by favourable response



3.1 Ten highest scoring questions

Here the ten most favourable scoring questions are listed. This is in absolute terms. Excluded from this is question 41 from the Bullying, Harassment and Discrimination section.

Average favourable score: 57% (All questions)

Questions which gained the highest favourable response

Number	Question	Favourable %age
10a)	I understand how my work contributes to: My immediate team [by team we mean the group of people you work with most closely to meet common goals]	95
31	Managing people to achieve high performance is a priority for me	92
35	I ensure that the people who report to me are kept up to date with what they need to know in order to do their job properly	91
65	I have taken stress related absence in the last eighteen months	90
56	I am aware of the need to protect personal data under the Data Protection Act	89
71b)	I am satisfied with the following aspects of my job: Annual leave	89
47	I have the right skills to meet my objectives	88
36	I regularly give feedback to my team on their performance	86
62	I am encouraged to organise myself and my work flexibly	83
80	I understand what sustainable development is	82

3.2 Ten lowest scoring questions

Here the ten least favourable scoring questions are listed. This is in absolute terms. Excluded from this is question 41 from the Bullying, Harassment and Discrimination section.

Average favourable score: 57% (All questions)

Questions which gained the lowest favourable response



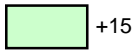
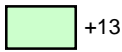
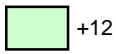
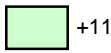
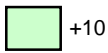
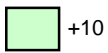
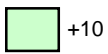

Number	Question	Favourable %age
104	I find the advice and guidance on relationships with delivery agents simple to understand and easy to use	10
15	Within Defra poor performance is dealt with effectively	15
102	I use the five Delivery Strategy principles of partnership in my work with delivery agents	15
85	Rural proofing is relevant to me in my job	18
66	I believe that work issues were a significant cause of this stress	19
16	I have witnessed poor performing people in Defra within the last 12 months	22
101	I spend less time on routine admin tasks than I did 12 months ago	23
103	I know where to go for advice and guidance on relationships with delivery agents	25
21a)	The Management Board provide effective leadership	27
21b)	The Management Board are open to suggestions from people	27

3.3 Questions against 2004

Within this section, of all those questions which were also asked in 2004, those which have seen the most improvement are graphed. The questions are ordered by variance to 2004.

Average favourable score: 57% (All questions)

Top 10 performing questions against 2004

Number	Question	Favourable %age	
55	I am confident that I know how to deal with a request for information under the Freedom of Information Act or Environmental Information Regulations	64	 +34
92	We involve people from outside our team to design policies more creatively	62	 +17
95	When developing policies Defra consults those who will be affected by them	66	 +15
48	I receive the right support to develop my skills for the future	70	 +13
83	I know where to go for advice on sustainable development	65	 +12
5	I am confident that if I make a decision that proves to be wrong I will not be blamed for it	40	 +11
71a)	I am satisfied with the following aspects of my job: Pay	55	 +10
18b)	I am proud to work for this Department	61	 +10
84	I understand what rural proofing is	38	 +10
88	I understand the Defra definitions of 'direct' and 'end' customers	48	 +9

3.4 Questions against 2004

Within this section, of all those questions which were also asked in 2004, those which have seen the least improvement are graphed. The questions are ordered by variance to 2004.

Average favourable score: 57% (All questions)

Bottom 10 performing questions against 2004

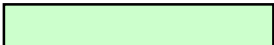
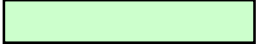

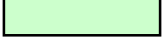
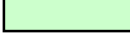
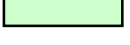
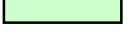
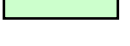


Number	Question	Favourable %age	
54	These discussions are an effective means of communicating change at team level	58	-19 <input type="text"/>
71d)	I am satisfied with the following aspects of my job: Job Security	51	-12 <input type="text"/>
71h)	I am satisfied with the following aspects of my job: IT Services	47	-10 <input type="text"/>
10c)	I understand how my work contributes to: The objectives of the Department	77	-5 <input type="text"/>
71e)	I am satisfied with the following aspects of my job: Physical working environment	57	-3 <input type="text"/>
67	I was satisfied with the action that was taken when I told my line manager that I was stressed	32	-3 <input type="text"/>
71f)	I am satisfied with the following aspects of my job: Workload	47	-3 <input type="text"/>
35	I ensure that the people who report to me are kept up to date with what they need to know in order to do their job properly	91	-1 <input type="text"/>
41b)	In the last 12 months, while working in Defra, do you feel you have been discriminated against	88	-1 <input type="text"/>
64	If I felt stressed at work, I would know what to do	64	-1 <input type="text"/>

3.5 Questions against Benchmark

Twenty three of the questions within the questionnaire are comparable to questions in ORC International's Perspectives database. This section shows the ten questions which scored the most favourably against the Central Government benchmark. The questions are ordered by variance to the benchmark.

Average favourable score: 57% (All questions)

Top 10 performing questions against Benchmark

Number	Question	Favourable %age	
3	I think it is safe to speak up and challenge the way things are done in the Department	61	 +18
71a)	I am satisfied with the following aspects of my job: Pay	55	 +16
52	The Department does a good job of keeping me informed about matters affecting me	61	 +11
1	My work gives me a feeling of personal accomplishment	70	 +10
2	I have sufficient opportunity to contribute my views before changes are made which affect my job	56	 +9
17	Defra is an equal opportunities employer	80	 +8
49	I receive the right learning & development to do my current job	72	 +8
28	My line manager acknowledges when I have done my job well	78	 +7
9	I am treated with fairness and respect	77	 +5
18b)	I am proud to work for this Department	61	 +2

3.6 Questions against Benchmark

Twenty three of the questions within the questionnaire are comparable to questions in ORC International's Perspectives database. This section shows the ten questions which scored the least favourably against the Central Government benchmark. The questions are ordered by variance to the benchmark.

Average favourable score: 57% (All questions)

Bottom 10 performing questions against Benchmark

Number	Question	Favourable %age	
46	I am able to report discrimination, harassment or bullying without it having a negative impact on me	44	-13 <input type="text"/>
71f)	I am satisfied with the following aspects of my job: Workload	47	-12 <input type="text"/>
71d)	I am satisfied with the following aspects of my job: Job Security	51	-12 <input type="text"/>
12	I am aware of Defra's vision for the future	66	-8 <input type="text"/>
10b)	I understand how my work contributes to: My local or DG business plan	77	-8 <input type="text"/>
71e)	I am satisfied with the following aspects of my job: Physical working environment	57	-6 <input type="text"/>
21a)	The Management Board provide effective leadership	27	-4 <input type="text"/>
10c)	I understand how my work contributes to: The objectives of the Department	77	-3 <input type="text"/>
41a)	In the last 12 months, while working in Defra, do you feel you have been bullied or harassed	86	-3 <input type="text"/>
8	I am satisfied with my current job	63	-1 <input type="text"/>

4 All Questions

This section shows the % Positive, % Neutral and % Negative scores. Variance against 2004 results (where available) and against a Central Government Benchmark are also shown.

% Variance from:

			Defra %Positive	2004 %Positive	2004 %Negative	CG Benchmark	2004 %Positive	2004 %Negative	CG Benchmark
Section B: Your Job			66						
		<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="width: 15px; height: 15px; background-color: #90EE90; border: 1px solid black;"></div> Positive <div style="width: 15px; height: 15px; background-color: #FFFF99; border: 1px solid black; margin-left: 10px;"></div> Neutral <div style="width: 15px; height: 15px; background-color: #FF8C00; border: 1px solid black; margin-left: 10px;"></div> Negative </div>							
1	My work gives me a feeling of personal accomplishment	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 70%; background-color: #90EE90; text-align: center;">70</div> <div style="width: 18%; background-color: #FFFF99; text-align: center;">18</div> <div style="width: 12%; background-color: #FF8C00; text-align: center;">12</div> </div>	70	67	14	60	+3	-2	+10
2	I have sufficient opportunity to contribute my views before changes are made which affect my job	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 56%; background-color: #90EE90; text-align: center;">56</div> <div style="width: 21%; background-color: #FFFF99; text-align: center;">21</div> <div style="width: 24%; background-color: #FF8C00; text-align: center;">24</div> </div>	56	51	26	47	+4	-3	+9
3	I think it is safe to speak up and challenge the way things are done in the Department	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 61%; background-color: #90EE90; text-align: center;">61</div> <div style="width: 21%; background-color: #FFFF99; text-align: center;">21</div> <div style="width: 18%; background-color: #FF8C00; text-align: center;">18</div> </div>	61	-	-	43	-	-	+18
4	I am encouraged to identify and address risks in my job	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 69%; background-color: #90EE90; text-align: center;">69</div> <div style="width: 22%; background-color: #FFFF99; text-align: center;">22</div> <div style="width: 8%; background-color: #FF8C00; text-align: center;">8</div> </div>	69	63	13	-	+6	-4	-
5	I am confident that if I make a decision that proves to be wrong I will not be blamed for it	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 40%; background-color: #90EE90; text-align: center;">40</div> <div style="width: 34%; background-color: #FFFF99; text-align: center;">34</div> <div style="width: 26%; background-color: #FF8C00; text-align: center;">26</div> </div>	40	29	34	-	+11	-9	-
6	The people I work with co-operate to get the work done	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 82%; background-color: #90EE90; text-align: center;">82</div> <div style="width: 11%; background-color: #FFFF99; text-align: center;">11</div> <div style="width: 7%; background-color: #FF8C00; text-align: center;">7</div> </div>	82	81	7	80	+0	-0	+2
7	The people I work with value others regardless of their differences	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 77%; background-color: #90EE90; text-align: center;">77</div> <div style="width: 15%; background-color: #FFFF99; text-align: center;">15</div> <div style="width: 8%; background-color: #FF8C00; text-align: center;">8</div> </div>	77	68	11	-	+8	-3	-
8	I am satisfied with my current job	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 63%; background-color: #90EE90; text-align: center;">63</div> <div style="width: 19%; background-color: #FFFF99; text-align: center;">19</div> <div style="width: 18%; background-color: #FF8C00; text-align: center;">18</div> </div>	63	61	20	64	+2	-2	-1
9	I am treated with fairness and respect	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 77%; background-color: #90EE90; text-align: center;">77</div> <div style="width: 15%; background-color: #FFFF99; text-align: center;">15</div> <div style="width: 8%; background-color: #FF8C00; text-align: center;">8</div> </div>	77	-	-	72	-	-	+5

* next to the question text denotes a negatively worded question when disagreeing is the favourable response.

4 All Questions

This section shows the % Positive, % Neutral and % Negative scores. Variance against 2004 results (where available) and against a Central Government Benchmark are also shown.

% Variance from:

		Defra %Positive	2004 %Positive	2004 %Negative	CG Benchmark	2004 %Positive	2004 %Negative	CG Benchmark	
Section C: Objectives and Strategy		69							
		<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="width: 15px; height: 15px; background-color: #90EE90; border: 1px solid black;"></div> Positive <div style="width: 15px; height: 15px; background-color: #FFFFE0; border: 1px solid black; margin-left: 10px;"></div> Neutral <div style="width: 15px; height: 15px; background-color: #FF8C00; border: 1px solid black; margin-left: 10px;"></div> Negative </div>							
10a)	I understand how my work contributes to: My immediate team [by team we mean the group of people you work with most closely to meet common goals]	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 95%; height: 15px; background-color: #90EE90; border: 1px solid black;"></div> <div style="width: 4%; height: 15px; background-color: #FF8C00; border: 1px solid black;"></div> </div>	95	95	1	-	-0	-0	-
10b)	I understand how my work contributes to: My local or DG business plan	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 77%; height: 15px; background-color: #90EE90; border: 1px solid black;"></div> <div style="width: 16%; height: 15px; background-color: #FFFFE0; border: 1px solid black;"></div> <div style="width: 7%; height: 15px; background-color: #FF8C00; border: 1px solid black;"></div> </div>	77	-	-	85	-	-	-8
10c)	I understand how my work contributes to: The objectives of the Department	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 77%; height: 15px; background-color: #90EE90; border: 1px solid black;"></div> <div style="width: 17%; height: 15px; background-color: #FFFFE0; border: 1px solid black;"></div> <div style="width: 6%; height: 15px; background-color: #FF8C00; border: 1px solid black;"></div> </div>	77	83	4	80	-5	+2	-3
11	I am aware of the strategic outcomes that Defra is trying to achieve	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 71%; height: 15px; background-color: #90EE90; border: 1px solid black;"></div> <div style="width: 19%; height: 15px; background-color: #FFFFE0; border: 1px solid black;"></div> <div style="width: 10%; height: 15px; background-color: #FF8C00; border: 1px solid black;"></div> </div>	71	-	-	-	-	-	-
12	I am aware of Defra's vision for the future	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 66%; height: 15px; background-color: #90EE90; border: 1px solid black;"></div> <div style="width: 23%; height: 15px; background-color: #FFFFE0; border: 1px solid black;"></div> <div style="width: 12%; height: 15px; background-color: #FF8C00; border: 1px solid black;"></div> </div>	66	-	-	74	-	-	-8
13	I feel responsible for helping to make Defra's vision for the future a reality	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 47%; height: 15px; background-color: #90EE90; border: 1px solid black;"></div> <div style="width: 35%; height: 15px; background-color: #FFFFE0; border: 1px solid black;"></div> <div style="width: 18%; height: 15px; background-color: #FF8C00; border: 1px solid black;"></div> </div>	47	-	-	-	-	-	-
14	I understand how to incorporate Sustainable Development into my work	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 51%; height: 15px; background-color: #90EE90; border: 1px solid black;"></div> <div style="width: 31%; height: 15px; background-color: #FFFFE0; border: 1px solid black;"></div> <div style="width: 18%; height: 15px; background-color: #FF8C00; border: 1px solid black;"></div> </div>	51	-	-	-	-	-	-

* next to the question text denotes a negatively worded question when disagreeing is the favourable response.

4 All Questions

This section shows the % Positive, % Neutral and % Negative scores. Variance against 2004 results (where available) and against a Central Government Benchmark are also shown.

% Variance from:

			Defra %Positive	2004 %Positive	2004 %Negative	CG Benchmark	2004 %Positive	2004 %Negative	CG Benchmark
Section D: Perceptions of Defra			44						
15	Within Defra poor performance is dealt with effectively		15	14	54	-	+1	-3	-
16	I have witnessed poor performing people in Defra within the last 12 months*		22	-	-	-	-	-	-
17	Defra is an equal opportunities employer		80	76	7	72	+3	-2	+8
18a)	I am proud to work for my immediate team		80	79	5	-	+1	-1	-
18b)	I am proud to work for this Department		61	51	14	59	+10	-3	+2
19	My team is well managed		66	-	-	-	-	-	-
20a)	Defra Directors provide effective leadership		34	-	-	-	-	-	-
20b)	Defra Directors are open to suggestion from people		37	-	-	-	-	-	-
21a)	The Management Board provide effective leadership		27	-	-	31	-	-	-4
21b)	The Management Board are open to suggestions from people		27	-	-	-	-	-	-
22	The Department as a whole is well managed		35	-	-	-	-	-	-
23	Overall, I have confidence in the Senior Managers within my Department [Senior Managers = the Senior Civil Service]		41	-	-	-	-	-	-

* next to the question text denotes a negatively worded question when disagreeing is the favourable response.

4 All Questions

This section shows the % Positive, % Neutral and % Negative scores. Variance against 2004 results (where available) and against a Central Government Benchmark are also shown.

% Variance from:

			Defra %Positive	2004 %Positive	2004 %Negative	CG Benchmark	2004 %Positive	2004 %Negative	CG Benchmark
Section E: Your Line Manager			66						
		<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> ■ Positive </div> <div style="text-align: center;"> ■ Neutral </div> <div style="text-align: center;"> ■ Negative </div> </div>							
24a)	My line manager keeps me well informed	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 76%; background-color: #d9ead3; text-align: center;">76</div> <div style="width: 13%; background-color: #fff2cc; text-align: center;">13</div> <div style="width: 11%; background-color: #f4cccc; text-align: center;">11</div> </div>	76	75	12	-	+1	-1	-
24b)	My line manager makes effective use of the diverse skills within team	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 70%; background-color: #d9ead3; text-align: center;">70</div> <div style="width: 20%; background-color: #fff2cc; text-align: center;">20</div> <div style="width: 11%; background-color: #f4cccc; text-align: center;">11</div> </div>	70	-	-	-	-	-	-
24c)	My line manager encourages me to express my views	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 80%; background-color: #d9ead3; text-align: center;">80</div> <div style="width: 12%; background-color: #fff2cc; text-align: center;">12</div> <div style="width: 7%; background-color: #f4cccc; text-align: center;">7</div> </div>	80	80	6	-	+0	+1	-
24d)	My line manager makes difficult decisions when necessary	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 71%; background-color: #d9ead3; text-align: center;">71</div> <div style="width: 18%; background-color: #fff2cc; text-align: center;">18</div> <div style="width: 11%; background-color: #f4cccc; text-align: center;">11</div> </div>	71	-	-	-	-	-	-
25	I understand clearly how my performance is measured	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 66%; background-color: #d9ead3; text-align: center;">66</div> <div style="width: 19%; background-color: #fff2cc; text-align: center;">19</div> <div style="width: 14%; background-color: #f4cccc; text-align: center;">14</div> </div>	66	66	14	-	+1	+0	-
26	Poor performance is dealt with effectively where I work	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 31%; background-color: #d9ead3; text-align: center;">31</div> <div style="width: 40%; background-color: #fff2cc; text-align: center;">40</div> <div style="width: 30%; background-color: #f4cccc; text-align: center;">30</div> </div>	31	-	-	30	-	-	+1
27	My last performance appraisal fairly reflected my performance	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 72%; background-color: #d9ead3; text-align: center;">72</div> <div style="width: 16%; background-color: #fff2cc; text-align: center;">16</div> <div style="width: 11%; background-color: #f4cccc; text-align: center;">11</div> </div>	72	72	10	72	+0	+2	+0
28	My line manager acknowledges when I have done my job well	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 78%; background-color: #d9ead3; text-align: center;">78</div> <div style="width: 13%; background-color: #fff2cc; text-align: center;">13</div> <div style="width: 8%; background-color: #f4cccc; text-align: center;">8</div> </div>	78	76	8	71	+3	-0	+7
29	I receive regular and constructive feedback on my performance	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 57%; background-color: #d9ead3; text-align: center;">57</div> <div style="width: 24%; background-color: #fff2cc; text-align: center;">24</div> <div style="width: 18%; background-color: #f4cccc; text-align: center;">18</div> </div>	57	-	-	-	-	-	-
30	My countersigning officer values people for their differences, skills and experience they bring to work	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 60%; background-color: #d9ead3; text-align: center;">60</div> <div style="width: 29%; background-color: #fff2cc; text-align: center;">29</div> <div style="width: 12%; background-color: #f4cccc; text-align: center;">12</div> </div>	60	60	11	-	-0	+1	-

* next to the question text denotes a negatively worded question when disagreeing is the favourable response.

4 All Questions

This section shows the % Positive, % Neutral and % Negative scores. Variance against 2004 results (where available) and against a Central Government Benchmark are also shown.

% Variance from:

			Defra %Positive	2004 %Positive	2004 %Negative	CG Benchmark	2004 %Positive	2004 %Negative	CG Benchmark
Section F: Line Manager			66						
		<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">■ Positive</div> <div style="text-align: center;">■ Neutral</div> <div style="text-align: center;">■ Negative</div> </div>							
31	Managing people to achieve high performance is a priority for me	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 92%; height: 15px; background-color: #90EE90; border: 1px solid black;"></div> <div style="width: 71%; height: 15px; background-color: #FFD700; border: 1px solid black;"></div> </div>	92	92	1	-	+0	-0	-
32	Defra recognises effective performance management	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 45%; height: 15px; background-color: #90EE90; border: 1px solid black;"></div> <div style="width: 36%; height: 15px; background-color: #FFD700; border: 1px solid black;"></div> <div style="width: 19%; height: 15px; background-color: #FF8C00; border: 1px solid black;"></div> </div>	45	-	-	-	-	-	-
33	I keep my management skills up to date to cope with changing demands	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 68%; height: 15px; background-color: #90EE90; border: 1px solid black;"></div> <div style="width: 27%; height: 15px; background-color: #FFD700; border: 1px solid black;"></div> <div style="width: 6%; height: 15px; background-color: #FF8C00; border: 1px solid black;"></div> </div>	68	65	7	-	+2	-1	-
34	I have enough time to deal with my people management responsibilities	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 40%; height: 15px; background-color: #90EE90; border: 1px solid black;"></div> <div style="width: 21%; height: 15px; background-color: #FFD700; border: 1px solid black;"></div> <div style="width: 39%; height: 15px; background-color: #FF8C00; border: 1px solid black;"></div> </div>	40	38	40	-	+2	-1	-
35	I ensure that the people who report to me are kept up to date with what they need to know in order to do their job properly	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 91%; height: 15px; background-color: #90EE90; border: 1px solid black;"></div> <div style="width: 81%; height: 15px; background-color: #FFD700; border: 1px solid black;"></div> </div>	91	92	1	-	-1	-0	-
36	I regularly give feedback to my team on their performance	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 86%; height: 15px; background-color: #90EE90; border: 1px solid black;"></div> <div style="width: 12%; height: 15px; background-color: #FFD700; border: 1px solid black;"></div> <div style="width: 2%; height: 15px; background-color: #FF8C00; border: 1px solid black;"></div> </div>	86	86	2	-	-0	-0	-
37	I regularly seek feedback from the people who report to me	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 70%; height: 15px; background-color: #90EE90; border: 1px solid black;"></div> <div style="width: 21%; height: 15px; background-color: #FFD700; border: 1px solid black;"></div> <div style="width: 10%; height: 15px; background-color: #FF8C00; border: 1px solid black;"></div> </div>	70	67	9	-	+3	+1	-
38	I have enough people in my team to meet its objectives	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 55%; height: 15px; background-color: #90EE90; border: 1px solid black;"></div> <div style="width: 19%; height: 15px; background-color: #FFD700; border: 1px solid black;"></div> <div style="width: 26%; height: 15px; background-color: #FF8C00; border: 1px solid black;"></div> </div>	55	47	31	-	+8	-5	-
39	The people I manage have the right skills they need to deliver their objectives	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 70%; height: 15px; background-color: #90EE90; border: 1px solid black;"></div> <div style="width: 18%; height: 15px; background-color: #FFD700; border: 1px solid black;"></div> <div style="width: 12%; height: 15px; background-color: #FF8C00; border: 1px solid black;"></div> </div>	70	-	-	-	-	-	-
40	I am able to quickly deploy skilled resources to new or changing priorities	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 43%; height: 15px; background-color: #90EE90; border: 1px solid black;"></div> <div style="width: 30%; height: 15px; background-color: #FFD700; border: 1px solid black;"></div> <div style="width: 27%; height: 15px; background-color: #FF8C00; border: 1px solid black;"></div> </div>	43	-	-	-	-	-	-

* next to the question text denotes a negatively worded question when disagreeing is the favourable response.

4 All Questions

This section shows the % Positive, % Neutral and % Negative scores. Variance against 2004 results (where available) and against a Central Government Benchmark are also shown.

% Variance from:



Section G: Bullying, Harassment and Discrimination

70

In the last 12 months, while working in Defra, do you feel you have been ...

Question	Positive	Negative	Defra %Positive	2004 %Positive	2004 %Negative	CG Benchmark	2004 %Positive	2004 %Negative	CG Benchmark
41a) ...Bullied or harassed*	86	14	86	85	15	89	+1	-1	-3
41b) ...Discriminated against*	88	12	88	89	11	-	-1	+1	-

Do you feel you have been bullied, harassed or discriminated against on the grounds of your:

(please note that actual number of respondents are reported here as a percentage of the total number of respondents from Defra)

Question	Bullying/Harassment	Discrimination
	% Experienced	% Experienced
42a) ...Age	2%	3%
42b) ...Gender	2%	3%
42c) ...Sexuality	0%	1%
42d) ...Disability	1%	1%
42e) ...Health Problems	1%	1%
42f) ...Race	1%	1%
42g) ...Religion	0%	0%
42h) ...Working Pattern	3%	3%
42i) ...Grade	4%	3%
42j) ...Educational Background	1%	2%
42k) ...Social Background/Accent	2%	2%
42l) ...Other (please specify)	4%	2%

* denotes a negatively worded question when disagreeing is the favourable response.

4 All Questions

This section shows the % Positive, % Neutral and % Negative scores. Variance against 2004 results (where available) and against a Central Government Benchmark are also shown.

% Variance from:

Positive
 Neutral
 Negative

Defra %Positive
2004 %Positive
2004 %Negative
CG Benchmark
2004 %Positive
2004 %Negative
CG Benchmark

Section G: Bullying, Harassment and Discrimination continued

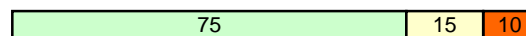
70

43 What is the source of this discrimination, harassment or bullying?

Breakdown of Q43 as % of those who answered the question

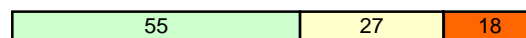
My immediate work area	74
Other parts of Defra	25
Outside of Defra	1

44 I know how to report unfair and inappropriate behaviour like bullying, harassment and discrimination



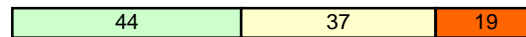
75 70 12 - +5 -2 -

45 I believe action will be taken when discrimination, harassment or bullying is reported



55 53 18 - +2 -1 -

46 I am able to report discrimination, harassment or bullying without it having a negative impact on me



44 41 21 57 +3 -2 -13

* denotes a negatively worded question when disagreeing is the favourable response.

4 All Questions

This section shows the % Positive, % Neutral and % Negative scores. Variance against 2004 results (where available) and against a Central Government Benchmark are also shown.

% Variance from:



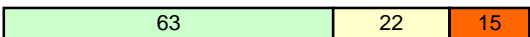
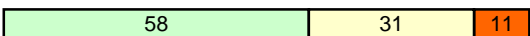
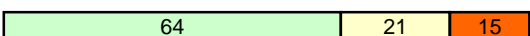
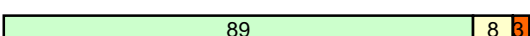
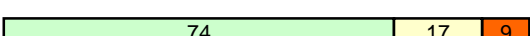
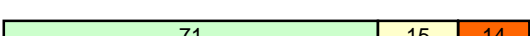
		Positive	Neutral	Negative	Defra %Positive	2004 %Positive	2004 %Negative	CG Benchmark	2004 %Positive	2004 %Negative	CG Benchmark
Section H: Learning & Development					69						
47	I have the right skills to meet my objectives	88	9	3	88	-	-	-	-	-	-
48	I receive the right support to develop my skills for the future	70	19	11	70	57	17	-	+13	-6	-
49	I receive the right learning & development to do my current job	72	19	9	72	64	12	64	+8	-4	+8
50	I regularly review my learning & development needs with my line manager	54	27	20	54	-	-	-	-	-	-
51	My performance has improved as a result of skills I have developed over the past year	62	28	10	62	-	-	-	-	-	-

* next to the question text denotes a negatively worded question when disagreeing is the favourable response.

4 All Questions

This section shows the % Positive, % Neutral and % Negative scores. Variance against 2004 results (where available) and against a Central Government Benchmark are also shown.

% Variance from:

			Defra %Positive	2004 %Positive	2004 %Negative	CG Benchmark	2004 %Positive	2004 %Negative	CG Benchmark
									
Section I: Information & Communications			69						
52	The Department does a good job of keeping me informed about matters affecting me		61	-	-	50	-	-	+11
53	My line manager communicates important messages about Defra and Defra's way forward		63	-	-	-	-	-	-
54	These discussions are an effective means of communicating change at team level		58	77	6	-	-19	+5	-
55	I am confident that I know how to deal with a request for information under the Freedom of Information Act or Environmental Information Regulations		64	30	42	-	+34	-27	-
56	I am aware of the need to protect personal data under the Data Protection Act		89	88	5	-	+1	-2	-
57	I ensure that any important information I create or receive is put on registered files		74	-	-	-	-	-	-
58	I save my documents on the shared drive. [Catalyst pilot users: I save my documents in BICS]		71	-	-	-	-	-	-

* next to the question text denotes a negatively worded question when disagreeing is the favourable response.

4 All Questions



Section I: Information & Communications contined

How do you normally find out general information in the department?

Please rank the top three sources by placing 1, 2 or 3 next to them in order of their usage with 1 being the most used.

		Rank 1	Rank 2	Rank 3	Total			
59a)	...Defra Online				1458	447	248	2153
59b)	...Landscape				42	212	299	553
59c)	...Business Matters				9	38	54	101
59d)	...Line management				311	463	334	1108
59e)	...Defra Newsflash				290	374	328	992
59f)	...Notice boards				6	18	18	42
59g)	...Team Meetings				126	288	348	762
59h)	...Office notices (online)				51	195	162	408
59i)	...Office notices (paper version)				160	366	361	887
59j)	...Colleagues				254	291	491	1036
59k)	...Other - please specify				14	8	25	47

* denotes a negatively worded question when disagreeing is the favourable response.

4 All Questions



Section I: Information & Communications contined

How would you prefer to find out general information in the department?

Please rank the three most preferred methods, with 1 being the most preferred.

		Rank 1	Rank 2	Rank 3	Total	
60a)	...Defra Online		1206	528	354	2088
60b)	...Landscape		25	131	239	395
60c)	...Business Matters		5	26	49	80
60d)	...Line management		546	578	335	1459
60e)	...Defra Newsflash		319	330	293	942
60f)	...Notice boards		10	29	53	92
60g)	...Team Meetings		275	427	413	1115
60h)	...Office notices (online)		67	214	263	544
60i)	...Office notices (paper version)		118	210	292	620
60j)	...Colleagues		77	149	289	515
60k)	...Other - please specify		12	6	11	29

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4 All Questions

This section shows the % Positive, % Neutral and % Negative scores. Variance against 2004 results (where available) and against a Central Government Benchmark are also shown.

% Variance from:

			Defra %Positive	2004 %Positive	2004 %Negative	CG Benchmark	2004 %Positive	2004 %Negative	CG Benchmark
Section J: Working Practices			64						
61	I am encouraged to prioritise my work to make the best use of the resources available to me		82	78	8	-	+4	-3	-
62	I am encouraged to organise myself and my work flexibly		83	-	-	-	-	-	-
63	I am able to strike the right balance between my work and home life		67	67	20	66	-0	-1	+1
64	If I felt stressed at work, I would know what to do		64	65	16	-	-1	+0	-
65	I have taken stress related absence in the last eighteen months		90	89	11	-	+1	-1	-
66	I believe that work issues were a significant cause of this stress		19	-	-	-	-	-	-
67	I was satisfied with the action that was taken when I told my line manager that I was stressed		32	35	26	-	-3	+5	-
68	On average I work longer than my standard hours		7	11	74	-	-3	+2	-

Breakdown of Q68 as % of those who answered the question

Yes, regularly	38
Yes, occasionally	38
Rarely	17
No	7

* next to the question text denotes a negatively worded question when disagreeing is the favourable response.

4 All Questions

Section J: Working Practices continued

These questions relate to those respondents who indicated that they did work longer than their standard hours in Q68.

	Less than 4	4-9 hours	10-14 hours	More than 14 hours
69 On average, how many hours a week in excess of your standard hours do you normally work?	63	30	5	2

Why do you work longer than your standard hours?

(Please note that actual number of respondents are reported here as a percentage of the total number of respondents from Defra)

	% Selected
70a) ...Team is understaffed	24
70b) ...I have too much work	43
70c) ...Career progression/ to get ahead	14
70d) ...Because other people do	7
70e) ...Workload is not shared around properly	10
70f) ...To cover other peoples' jobs	17
70g) ...Pressure from line managers	8
70h) ...I want to do a good job	63
70i) ...I find it hard to say 'no'	13
70j) ...I don't manage my time well	7
70k) ...Other reasons - please specify	14

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4 All Questions

This section shows the % Positive, % Neutral and % Negative scores. Variance against 2004 results (where available) and against a Central Government Benchmark are also shown.

% Variance from:

				Defra %Positive	2004 %Positive	2004 %Negative	CG Benchmark	2004 %Positive	2004 %Negative	CG Benchmark
Section K: Working Conditions				56						
I am satisfied with the following aspects of my job:										
71a)	...Pay			55	45	35	39	+10	-9	+16
71b)	...Annual leave			89	87	5	-	+2	-1	-
71c)	...Pension Provision			65	-	-	-	-	-	-
71d)	...Job Security			51	62	21	63	-12	+5	-12
71e)	...Physical working environment			57	60	22	63	-3	-0	-6
71f)	...Workload			47	49	25	59	-3	-1	-12
71g)	...Health & Safety provision			64	63	10	-	+1	-3	-
71h)	...IT Services			47	56	24	-	-10	+4	-
71i)	...HR Systems			31	29	34	-	+2	+2	-

* next to the question text denotes a negatively worded question when disagreeing is the favourable response.

4 All Questions

Section K: Working Conditions continued

What three things would motivate you to perform better at work?

(please note that actual number of respondents are reported here as a percentage of the total number of respondents from Defra)

	% Selected
72a) ...Increased training/learning	26
72b) ...Enhanced development prospects	43
72c) ...More recognition from line manager	19
72d) ...More recognition from senior management	30
72e) ...Increased basic pay	43
72f) ...Performance pay	25
72g) ...Greater responsibility	23
72h) ...Improved working environment	18
72i) ...More variety of work	21
72j) ...More help with flexible working	15
72k) ...Nothing	7
72l) ...Other - please specify	9

* denotes a negatively worded question when disagreeing is the favourable response.

4 All Questions

This section shows the % Positive, % Neutral and % Negative scores. Variance against 2004 results (where available) and against a Central Government Benchmark are also shown.

% Variance from:

			Defra %Positive	2004 %Positive	2004 %Negative	CG Benchmark	2004 %Positive	2004 %Negative	CG Benchmark
		<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="display: flex; align-items: center;"> <div style="width: 10px; height: 10px; background-color: #90EE90; border: 1px solid black; margin-right: 5px;"></div> Positive </div> <div style="display: flex; align-items: center;"> <div style="width: 10px; height: 10px; background-color: #FFFF99; border: 1px solid black; margin-right: 5px;"></div> Neutral </div> <div style="display: flex; align-items: center;"> <div style="width: 10px; height: 10px; background-color: #FF8C00; border: 1px solid black; margin-right: 5px;"></div> Negative </div> </div>							
Section A: Sustainable Development and Rural Proofing			53						
80	I understand what sustainable development is	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 82%; background-color: #90EE90; text-align: center;">82</div> <div style="width: 12%; background-color: #FFFF99; text-align: center;">12</div> <div style="width: 6%; background-color: #FF8C00; text-align: center;">6</div> </div>	82	80	7	-	+2	-1	-
81	Sustainable development is taken seriously by senior managers	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 56%; background-color: #90EE90; text-align: center;">56</div> <div style="width: 34%; background-color: #FFFF99; text-align: center;">34</div> <div style="width: 10%; background-color: #FF8C00; text-align: center;">10</div> </div>	56	50	9	-	+6	+1	-
82	Sustainable development is relevant to me in my job	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 58%; background-color: #90EE90; text-align: center;">58</div> <div style="width: 30%; background-color: #FFFF99; text-align: center;">30</div> <div style="width: 12%; background-color: #FF8C00; text-align: center;">12</div> </div>	58	53	14	-	+6	-2	-
83	I know where to go for advice on sustainable development	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 65%; background-color: #90EE90; text-align: center;">65</div> <div style="width: 21%; background-color: #FFFF99; text-align: center;">21</div> <div style="width: 14%; background-color: #FF8C00; text-align: center;">14</div> </div>	65	53	21	-	+12	-7	-
84	I understand what rural proofing is	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 38%; background-color: #90EE90; text-align: center;">38</div> <div style="width: 20%; background-color: #FFFF99; text-align: center;">20</div> <div style="width: 42%; background-color: #FF8C00; text-align: center;">42</div> </div>	38	29	51	-	+10	-9	-
85	Rural proofing is relevant to me in my job	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 18%; background-color: #90EE90; text-align: center;">18</div> <div style="width: 46%; background-color: #FFFF99; text-align: center;">46</div> <div style="width: 35%; background-color: #FF8C00; text-align: center;">35</div> </div>	18	16	38	-	+2	-2	-

* next to the question text denotes a negatively worded question when disagreeing is the favourable response.

4 All Questions

This section shows the % Positive, % Neutral and % Negative scores. Variance against 2004 results (where available) and against a Central Government Benchmark are also shown.

% Variance from:

	Positive	Neutral	Negative	Defra %Positive	2004 %Positive	2004 %Negative	CG Benchmark	2004 %Positive	2004 %Negative	CG Benchmark
Section B: Partnership Working				46						
I know how to build effective partnerships with the following:										
86a) ...Local Authorities	47	36	17	47	-	-	-	-	-	-
86b) ...Government Office for the Regions	45	38	18	45	-	-	-	-	-	-
86c) ...Regional Development Agencies	35	44	22	35	-	-	-	-	-	-
86d) ...Voluntary and Community Sector	36	44	20	36	-	-	-	-	-	-
86e) ...NDPBs	47	37	15	47	-	-	-	-	-	-
86f) ...Executive Agencies	60	29	10	60	-	-	-	-	-	-
86g) ...OGDs	62	27	11	62	-	-	-	-	-	-

* next to the question text denotes a negatively worded question when disagreeing is the favourable response.

4 All Questions

This section shows the % Positive, % Neutral and % Negative scores. Variance against 2004 results (where available) and against a Central Government Benchmark are also shown.

% Variance from:


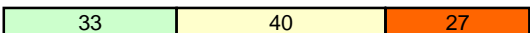
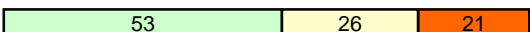
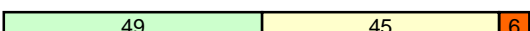
	Positive	Neutral	Negative	Defra %Positive	2004 %Positive	2004 %Negative	CG Benchmark	2004 %Positive	2004 %Negative	CG Benchmark
Section B: Partnership Working continued				46						
My team seeks participation of the following when developing policies:										
87a) ...Local Authorities	41	37	23	41	-	-	-	-	-	-
87b) ...Government Office for the Regions	35	41	24	35	-	-	-	-	-	-
87c) ...Regional Development Agencies	30	43	27	30	-	-	-	-	-	-
87d) ...Voluntary and Community Sector	32	44	24	32	-	-	-	-	-	-
87e) ...NDPBs	47	37	16	47	-	-	-	-	-	-
87f) ...Executive Agencies	61	29	10	61	-	-	-	-	-	-
87g) ...OGDs	61	30	9	61	-	-	-	-	-	-

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4 All Questions

This section shows the % Positive, % Neutral and % Negative scores. Variance against 2004 results (where available) and against a Central Government Benchmark are also shown.

% Variance from:

				Defra %Positive	2004 %Positive	2004 %Negative	CG Benchmark	2004 %Positive	2004 %Negative	CG Benchmark
Section C: Customers and other Stakeholders				46						
88	I understand the Defra definitions of 'direct' and 'end' customers			48	39	38	-	+9	-8	-
89	My team segments its customers and other stakeholders according to impact and influence			33	-	-	-	-	-	-
90	My team regularly uses customer feedback activity as part of business improvement			53	-	-	-	-	-	-
91	My team operates within Defra's 10 service standards			49	-	-	-	-	-	-

* next to the question text denotes a negatively worded question when disagreeing is the favourable response.

4 All Questions

This section shows the % Positive, % Neutral and % Negative scores. Variance against 2004 results (where available) and against a Central Government Benchmark are also shown.

% Variance from:

			Defra %Positive	2004 %Positive	2004 %Negative	CG Benchmark	2004 %Positive	2004 %Negative	CG Benchmark
Section E: Departmental Reform			29						
	I understand the impact the Departmental Reform Programme will have on:								
		<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> ■ Positive </div> <div style="text-align: center;"> ■ Neutral </div> <div style="text-align: center;"> ■ Negative </div> </div>							
99a)	...My job	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 33%; background-color: #c8e6c9; text-align: center;">36</div> <div style="width: 33%; background-color: #fff9c4; text-align: center;">27</div> <div style="width: 33%; background-color: #ffcdd2; text-align: center;">37</div> </div>	36	-	-	-	-	-	-
99b)	...My immediate team	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 33%; background-color: #c8e6c9; text-align: center;">35</div> <div style="width: 33%; background-color: #fff9c4; text-align: center;">28</div> <div style="width: 33%; background-color: #ffcdd2; text-align: center;">36</div> </div>	35	-	-	-	-	-	-
99c)	...Defra	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 33%; background-color: #c8e6c9; text-align: center;">39</div> <div style="width: 33%; background-color: #fff9c4; text-align: center;">29</div> <div style="width: 33%; background-color: #ffcdd2; text-align: center;">31</div> </div>	39	-	-	-	-	-	-
100	My work contributes directly to the delivery of the strategic outcomes in the Five Year Strategy	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 33%; background-color: #c8e6c9; text-align: center;">48</div> <div style="width: 33%; background-color: #fff9c4; text-align: center;">40</div> <div style="width: 33%; background-color: #ffcdd2; text-align: center;">12</div> </div>	48	-	-	-	-	-	-
101	I spend less time on routine admin tasks than I did 12 months ago	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 33%; background-color: #c8e6c9; text-align: center;">23</div> <div style="width: 33%; background-color: #fff9c4; text-align: center;">31</div> <div style="width: 33%; background-color: #ffcdd2; text-align: center;">46</div> </div>	23	-	-	-	-	-	-
102	I use the five Delivery Strategy principles of partnership in my work with delivery agents	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 33%; background-color: #c8e6c9; text-align: center;">15</div> <div style="width: 33%; background-color: #fff9c4; text-align: center;">55</div> <div style="width: 33%; background-color: #ffcdd2; text-align: center;">30</div> </div>	15	-	-	-	-	-	-
103	I know where to go for advice and guidance on relationships with delivery agents	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 33%; background-color: #c8e6c9; text-align: center;">25</div> <div style="width: 33%; background-color: #fff9c4; text-align: center;">37</div> <div style="width: 33%; background-color: #ffcdd2; text-align: center;">38</div> </div>	25	-	-	-	-	-	-
104	I find the advice and guidance on relationships with delivery agents simple to understand and easy to use	<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> <div style="width: 33%; background-color: #c8e6c9; text-align: center;">10</div> <div style="width: 33%; background-color: #fff9c4; text-align: center;">65</div> <div style="width: 33%; background-color: #ffcdd2; text-align: center;">24</div> </div>	10	-	-	-	-	-	-

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