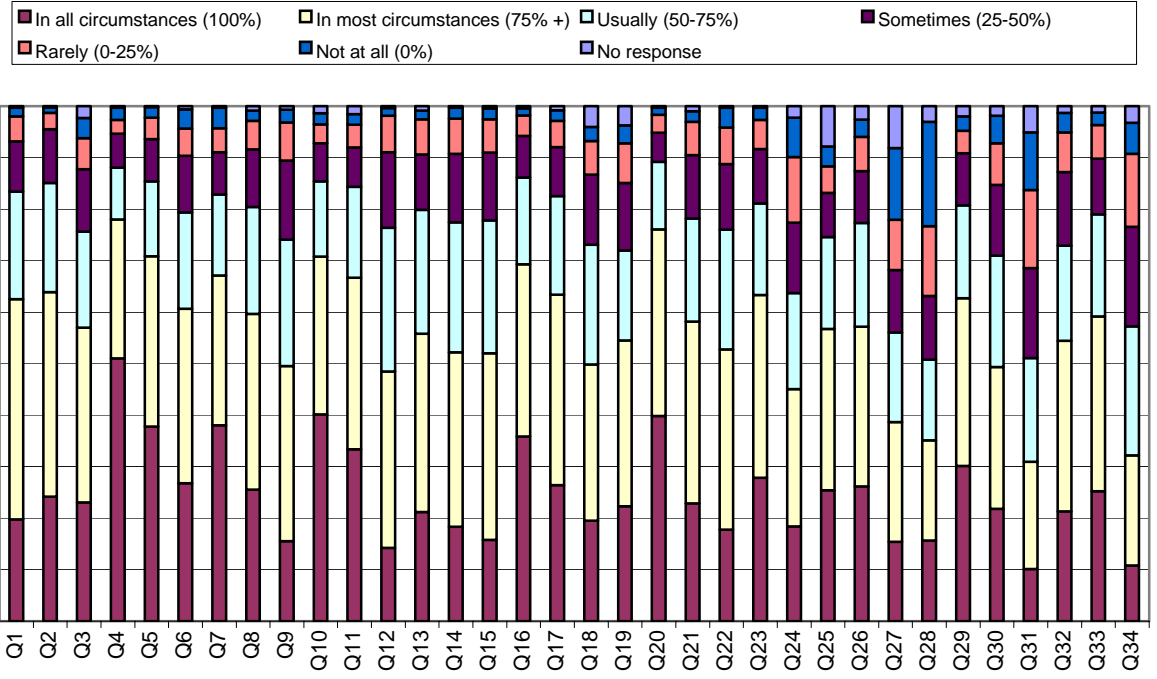


DFID 2005 Management Survey

1. 34 questions, aligned to liP standards, divided into sections: leadership, communications, teamwork, performance management and personal development, and training and development.
2. The key messages emerging from the 2005 survey were:
 - Leadership and teamwork factor positively in “most circumstances” - “most circumstances” is defined as 75% or over;
 - Support for flexible working arrangements, openness and trust and inclusive management all factor positively “in all circumstances” and “in most circumstances”. Defined at 70% and over.
3. 20 questions remained the same as those used in 2002 so allowing like for like comparisons to be undertaken. The comparisons were made at a corporate level. Messages that DFID took from these results include:
 - Small improvements can be seen year-on-year for “in all circumstances” and “in most circumstances” on most of the questions
 - Larger increases can be identified for flexible working patterns and welcoming diverse opinions/views
 - Of these 20 questions, training and development needs being reviewed regularly is the only question which has been scored lower this year
4. Data received during the stress audit and the diversity barriers to career progression study led to additional questions about management behaviours relating to diversity and to stress being included in the 2005 survey. The survey contained seven questions on diversity, compared to two in the previous survey, and two questions on stress.
5. The management survey included both quantitative and qualitative data and there was significant congruence between this data and data from the 360-feedback process and liP assessments.
6. 61% of all DFID staff (1,786 out of 2,915) completed the survey this year, compared with 53% of staff in 2002.
7. Directors have been tasked to ensure that there is follow-up to survey results at Department level especially to address all areas that score less well than positive “in most circumstances”.

Distribution of responses on each survey question



- Q1 There is a clear sense of purpose in my department
- Q2 My department shows it shares DFID's values
- Q3 I know how my objectives relate to the Directors Delivery Plan
- Q4 My manager is approachable
- Q5 My manager gives guidance when necessary
- Q6 My manager leads by example
- Q7 My manager encourages openness and trust
- Q8 My manager ensures everybody is able to participate fully in the departments work
- Q9 I am given adequate opportunities to influence any changes proposed
- Q10 My manager actively supports flexible working patterns
- Q11 My manager demonstrates s/he values diversity by creating an inclusive environment
- Q12 Managers in my department openly share information
- Q13 My manager communicates clear & consistent messages about the values we work to
- Q14 I am kept informed and consulted on important issues and changes
- Q15 My views are adequately considered
- Q16 Teamwork is encouraged
- Q17 My manager welcomes diverse opinions/views
- Q18 Inappropriate behaviour is challenged
- Q19 I am encouraged to work across departmental/advisory group boundaries
- Q20 I am clear about my role and responsibilities
- Q21 I am given honest, constructive and timely feedback
- Q22 I am given manageable workloads
- Q23 Good work is recognised and appreciated
- Q24 I get good advice from my manager about my future career development
- Q25 My mid year review is conducted effectively and in good time
- Q26 Sufficient time is given to the preparation and discussion of my PDP
- Q27 I am encouraged to use 360 feedback for positive improvement
- Q28 I had a structured induction when beginning my new job/role
- Q29 I get fair and equal access to training in my department
- Q30 I am encouraged to take time out for training
- Q31 My training is evaluated afterwards by my manager
- Q32 I am encouraged to develop my skills and knowledge and make the most of my talents
- Q33 I am encouraged by my managers to share my knowledge and experience
- Q34 My training and development needs are reviewed regularly

[-----LEADERSHIP-----] [-COMMS-] [-TEAMWK-] [-PERF MGT&P/DEVT-] [-TRAINING&DEVT]

