



European Commission

Speak Up Staff Survey 2016: Analysis of the findings

September 2016

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Executive summary

Dates and response rates

All staff at the European Commission were invited to complete the Speak Up Staff Survey 2016 between the dates of 16th June and 29th July 2016. 20,686 staff responded, which resulted in a 51% response rate, an improvement on the 49% achieved in 2014.

Comparisons to 2014

Of the 63 (closed-response) questions in the survey, 50 were the same or sufficiently similar to be comparable with the previous wave in 2014. This means trends can be tracked between years, and changes in scores taken into account when action planning. Below are the key patterns:

- Perceptions of the **Commission/Executive Agency as a workplace** have slightly declined, as have perceptions of **Senior Management**.
- Looking in more detail at **Senior Management**, there was wholesale improvement in perception between 2013 and 2014, therefore it is noteworthy that these improvements have not been maintained in 2016. In many cases positivity has fallen back to 2013 levels.
- Perceptions around **Wellbeing** have improved or remained stable.
- No clear trend can be seen in perceptions around **Middle Management** and **Your current job** where scores on different questions have remained stable, improved and declined, meaning further investigation into this complex picture is required.

The staff experience

There were some clear strengths in 2016, alongside some lower scores especially for the newly introduced questions in 2016. The strengths include:

- Staff have a strong **understanding** of what is expected from them, the Commission/Executive Agency's **purpose** and the **objectives and priorities** in their DG, as well as feeling that their **skills match their current role**. These are areas of job alignment that are critical in any high-performing organisation.
- Staff also report **supportive working relationships** with their immediate teams as well as a sense of working together to improve. There are high agreement levels for colleagues' **commitment to high quality work**.
- Staff rate their access to **learning and development** positively, although other learning scores are much lower.
- And staff are **proud** and overall **satisfied** to work for the European Commission.

Weaker areas include:

- Leadership are less likely to be rated positively with all questions bar one relating to **Senior Management** having less than 50% agreement levels.
- **Internal processes** are called into question. Human resources (staffing levels and competencies), the processes and procedures in place to facilitate decision-making, the ability to move role and general mobility all have lower levels of agreement. Often these areas have a more negative than positive perception.

- There are specific issues around staff performance at work not correlating to **career progression** in a satisfying manner.

Engagement

At 64.3% positive, Employee Engagement continues to decline compared to previous waves of the survey – 65.3% in 2014 and 70.8% in 2013.

View across the organisation

Levels of engagement across the DGs/Service/Shared Resources Directorate/Executive Agencies vary from 55% in CHAFAEA to 84% in ESPC. Local action planning at this level will be required to tackle each service's distinct challenges.

View across demographics

Looking at levels of engagement across key demographics for the European Commission overall, some differences can be seen:

- Engagement by **length of service in current DG/Agency** ranges from 71% for staff who have worked for their current DG/Agency for less than 1 year to 65% for staff who have worked for their current DG/Agency between 1 and 3 years and 63% for staff who have worked for their current DG/Agency for 3 years or more.
- By **location**, engagement ranges from 69% in Grange to 57% in EU Delegation. Engagement within Brussels is 65%.
- In terms of **role**, Seconded National Experts are most engaged (69%) whilst Contract Staff and Local Staff are the least engaged (both 61%). The engagement level for Officials is in-line with engagement for the Commission overall (65%).

Opportunities to improve engagement

Key Driver Analysis has been performed on the 2016 survey results, highlighting the questions outside the engagement index which have the greatest impact on engagement. Improving scores on these questions is most likely to have an associated positive impact on engagement levels.

Line management has the largest impact on staff engagement levels in the European Commission. Being treated fairly at work and perceptions of line management support for implementing learning in the workplace are the questions which have the greatest impact on engagement: combined they account for nearly half of all impact on engagement. A number of other line management questions also have an impact, more detail included in Drivers of Engagement (3.2).

These should be key areas for focus across the organisation in action planning throughout 2016 and beyond.

1 Introduction

1.1. Background to the research

The European Commission conducted the 2016 Speak Up survey to capture staff opinions about their working experience and environment. In summer 2016, staff completed the survey as a follow up to surveys conducted in 2008, 2010, 2013 and 2014. The survey provides feedback and information on staff perceptions and tracks progress within the organisation. The survey also provides two key indicators which are used by all Directorates-General (DGs) and services in their multiannual strategic plan and annual management plan: staff engagement and staff wellbeing.

The survey is an important communication tool within the European Commission and aims to demonstrate that staff opinions are valued by giving staff the opportunity to provide upward feedback and voice their views and suggestions. As with previous years, the survey provides insights into a range of areas including perceptions of role, workplace, management and professional future.

The survey was available for staff to complete from 16th June to 29th July 2016 (a six week period). A census approach was undertaken and the survey was open to all staff in the European Commission and its six Executive Agencies. The survey was available in three languages: English, French and German and was accessible via the Commission's in-house survey application (EU survey).

1.2. Response rates

In 2016, a total of 20,686 staff responded (a 51% response rate). This is an increase in the number of responses from the 2014 survey when 19,449 staff responded (a 49% response rate).

2 Headline findings

This section of the report discusses the top line findings from the survey. Most of the questions in the survey were posed as statements with a five point agreement scale. As these statements are largely positively phrased, agreement reflects a favourable response for both staff and the organisation.

2.1. Most favourable results

The table below shows the most favourable results in 2016. Staff are most positive about being willing to give extra effort when required, a strength for the European Commission as more than nine out of ten staff are positive that they are willing to give extra effort. Particularly noteworthy is that nearly three quarters of staff gave this question the strongest rating (agree) with a further 22% slightly agreeing.

Staff are also highly positive about aspects of their role, including job clarity, understanding the purpose of the European Commission and the alignment between their role and the objectives of the European Commission. This should be seen as a second strength for the European Commission as job clarity and understanding of the link between role and organisational objectives often help to motivate staff and make them feel valued.

It is also encouraging that the five most favourable results are in-line with perceptions from 2014, highlighting consistencies in these positive perceptions.¹

| | % Positive | % Agree | % Slightly agree | % Neutral | % Slightly disagree | % Disagree | % Positive Variance from 2014 | % Positive Variance from customised Commission benchmark |
|--|------------|---------|------------------|-----------|---------------------|------------|-------------------------------|--|
| Q32. I am willing to give extra effort when required. | 94% | 72% | 22% | 4% | 1% | 1% | -1% | - |
| Q14. I have good and supportive working relationships with my close colleagues and team members. | 86% | 56% | 31% | 8% | 4% | 2% | -1% | - |
| Q23. I have a clear understanding of what is expected from me at work. | 84% | 53% | 31% | 8% | 5% | 2% | 1% | 3% |
| Q2. I have a clear understanding of the Commission/Executive Agency's purpose. | 83% | 52% | 31% | 10% | 5% | 2% | -1% | - |
| Q22. I have a clear link between my job and the objectives and priorities of my DG. | 78% | 46% | 31% | 12% | 7% | 4% | -3% | - |

¹ Differences of +5 percentage points or more and -5percentage points or more are noted in this section of the report as a notable change. Differences between +4 and -4 are said to be 'in-line' with the 2014 results.

2.2. Questions with the lowest levels of agreement

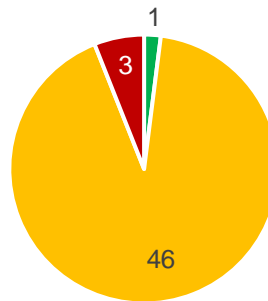
The table below shows the questions with the lowest levels of agreement in 2016. Staff are least positive about career development: nearly half of staff either slightly disagreed (21%) or disagreed (27%) that there are reasonable opportunities to move to another job which matches their skills and competencies. In addition, fewer than a third of staff feel the relationship between their performance at work and career progression is satisfying (32% positive). These results highlight career progression as a key area of focus for the European Commission to ensure staff remain motivated.

Staff are also less favourable about staff levels and competencies and efficient procedures and processes to facilitate decision making in their DG/Executive Agency.

| | % Positive | % Agree | % Slightly agree | % Neutral | % Slightly disagree | % Disagree | % Positive Variance from 2014 | % Positive Variance from customised Commission benchmark |
|--|------------|---------|------------------|-----------|---------------------|------------|-------------------------------|--|
| Q40. At the Commission/Executive Agency I have reasonable opportunities to move to another job which matches my skills and competencies. | 25% | 9% | 16% | 27% | 21% | 27% | - | - |
| Q8a. The Commission/Executive Agency makes sufficient efforts to accommodate the needs of staff with longstanding health issues or disabilities. | 26% | 10% | 16% | 21% | 20% | 33% | - | - |
| Q5. In my DG/Executive Agency, human resources (staffing levels and competencies) are efficiently matched with the work to be done, including through internal reallocation. | 29% | 9% | 19% | 23% | 26% | 23% | - | - |
| Q6. In my DG/Executive Agency, efficient processes and procedures are in place that facilitate decision-making. | 32% | 10% | 22% | 28% | 24% | 16% | - | - |
| Q39. The relation between my performance at work and my career progression is satisfying. | 32% | 14% | 18% | 23% | 18% | 28% | +1% | - |

2.3. Comparisons to 2014

A great deal of consistency can be seen between the staff experience in 2016 and 2014.² Out of the 50 questions which can be compared to 2014, as shown in the chart below, the large majority of questions are broadly in-line with perceptions from 2014. (between +4 and -4 percentage points of the 2014 score).



- Increased by 5 percentage points or more
- In-line with 2014 (between +4 and -4 percentage points)
- Decreased by 5 percentage points or more

Just one question has increased by 5 percentage points or more: staff satisfaction with job content and tasks in general (increased by 5 percentage points to 75% positive in 2016). Three questions have declined by 5 percentage points or more since 2014, highlighting these as areas for further investigation for the European Commission to ensure the downward trend does not continue:

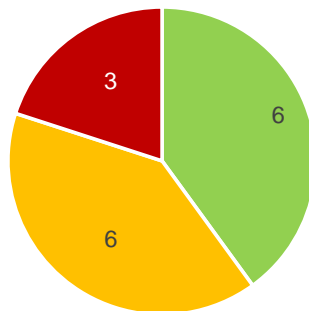
- My Senior Management Team encourages innovation and challenges to the way that things are done (by - 5 percentage points to 40% positive).
- I have the appropriate and timely information to do my work well (-6 percentage points to 62% positive).
- I feel able to manage my career choices and determine my own career path (-9 percentage points to 36% positive).

² Differences of +5 percentage points or more and -5percentage points or more are noted in this section of the report as a notable change. Differences between +4 and -4 are said to be 'in-line' with the 2014 or external benchmark results.

2.4. Comparisons to external benchmark

A customised benchmark group consisting of a mix of European organisations, and public sector and private sector organisations of similar size and complexity was created for the European Commission from ORC International's Perspectives benchmarking database. The results of the 2016 survey were compared against this group.³⁴ As shown in the chart below, out of the 15 questions which can be compared to the external benchmark, six questions are significantly above the external benchmark norm (by 5 percentage points or more). These questions are:

- My Senior Management Team gives clear guidance on the mission, objectives and tasks of the DG, of the Directorate and its units (52% positive, +18 percentage points above the external benchmark).
- I believe that action will be taken on the results of this survey (49% positive, +13 percentage points above the external benchmark).
- I feel involved in the decisions that affect my work (50% positive, +12 percentage points above the external benchmark).
- I feel valued for the work I do (59% positive, +10 percentage points above the external benchmark).
- My skills match my current job (77% positive, +8 percentage points above the external benchmark).
- My manager evaluates my performance fairly (66% positive, +7 percentage points above the external benchmark).



- Above by 5 percentage points or more
- In-line with the bespoke benchmark (between +4 and -4 percentage points)
- Below by 5 percentage points or more

Three areas of staff experience perform below the benchmark by 5 percentage points or more. These are:

³ Details of the customised benchmark group are listed in Appendix 2

⁴ Comparisons with two other benchmark groups (ORC International's Public Sector Worldwide benchmark group and ORC International's Private Sector Worldwide benchmark group) are available within the ORC International Highlights online data tool provided to the European Commission as part of this project

- My manager regularly reviews my progress and gives me clear feedback on my work (51% positive, -6 percentage points below the external benchmark).
- I feel that the Commission/Agency cares about my wellbeing (35% positive, -8 percentage points below the external benchmark).
- My manager motivates me to be more effective in my job (51% positive, -9 percentage points below the external benchmark).

Six questions are performing in-line with the benchmark norm. These questions are:

- I have a clear understanding of what is expected of me at work (84% positive, +3 percentage points above the external benchmark).
- My manager deals with poor performance in the team (37% positive, 0 percentage points above the external benchmark).
- I achieve a good balance between my work life and my private life (57% positive, 0 percentage points above the external benchmark).
- I have the appropriate and timely information to do my job well (62% positive, -1 percentage points below the external benchmark).
- I consider the Commission/Executive Agency to be a diverse and inclusive working environment (66% positive, -1 percentage points below the external benchmark).
- I feel sufficiently challenged by my work (66% positive, -1 percentage points below the external benchmark).

3 Staff engagement

3.1. Engagement index

Engagement is a key measure for all organisations and gives an insight into whether staff feel a sense of commitment to, and motivation to work for, their organisation. Staff engagement at the European Commission is measured by the following seven questions:

- I have the appropriate and timely information to do my work well⁵
- My colleagues are committed to doing quality work
- I have a clear understanding of what is expected from me at work
- I have recently received recognition or praise for good work
- I feel that my opinion is valued
- My manager seems to care about me as a person
- My line manager helps me to identify my training and development needs

The overall staff engagement index in 2016 is: **64.3%**⁶. As shown below, the engagement index has seen a slight decrease from **65.3** in 2014 and a continued decrease from **70.8** in 2013.

| | 2013 | 2014 | 2016 |
|-------------------------|-------|-------|-------|
| Engagement index | 70.8% | 65.3% | 64.3% |

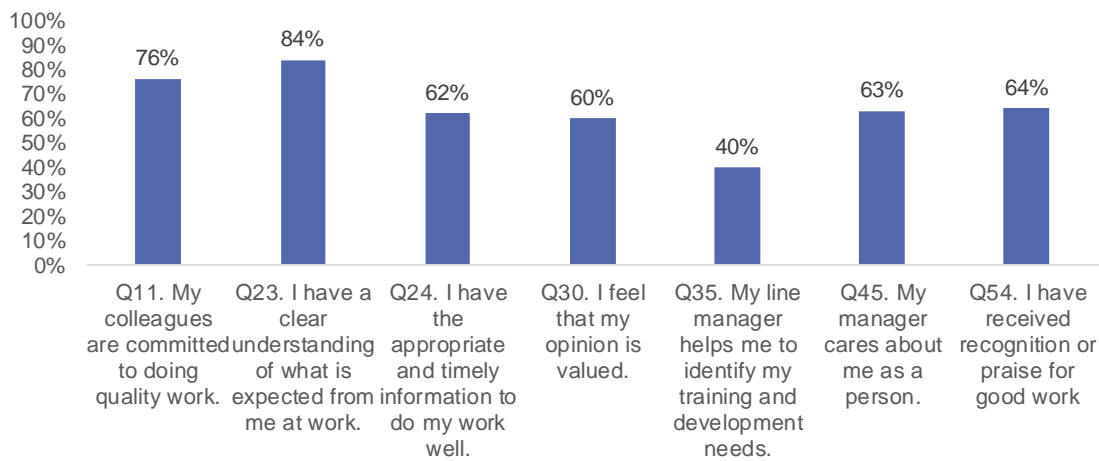
3.1.1. Engagement questions in more detail

There is variation in staff perceptions across the seven engagement questions. It is a strength for the European Commission that more than eight of ten staff have job clarity and more than three quarters of staff feel their colleagues are committed to doing quality work. Only four out of ten staff feel their line manager helps them to identify their training and development needs, however, highlighting this as an area for improvement. In addition, perceptions that staff have the appropriate and timely information to do their job well have declined by six percentage points since 2014 (to 62% positive), highlighting this as a second area of focus to stop this downward trend continuing.

⁵ slightly modified from I have the information, material and resources to do my work well (Staff Survey 2014)

⁶ engagement index calculated as an average of the % positive scores to the 7 questions listed above

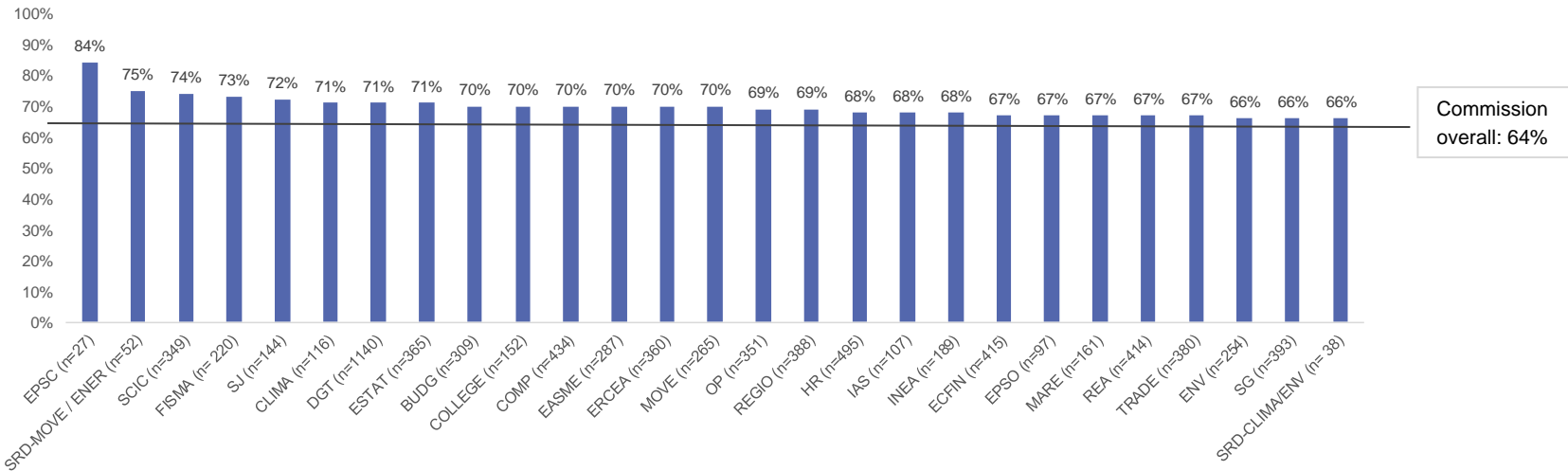
Engagement index questions



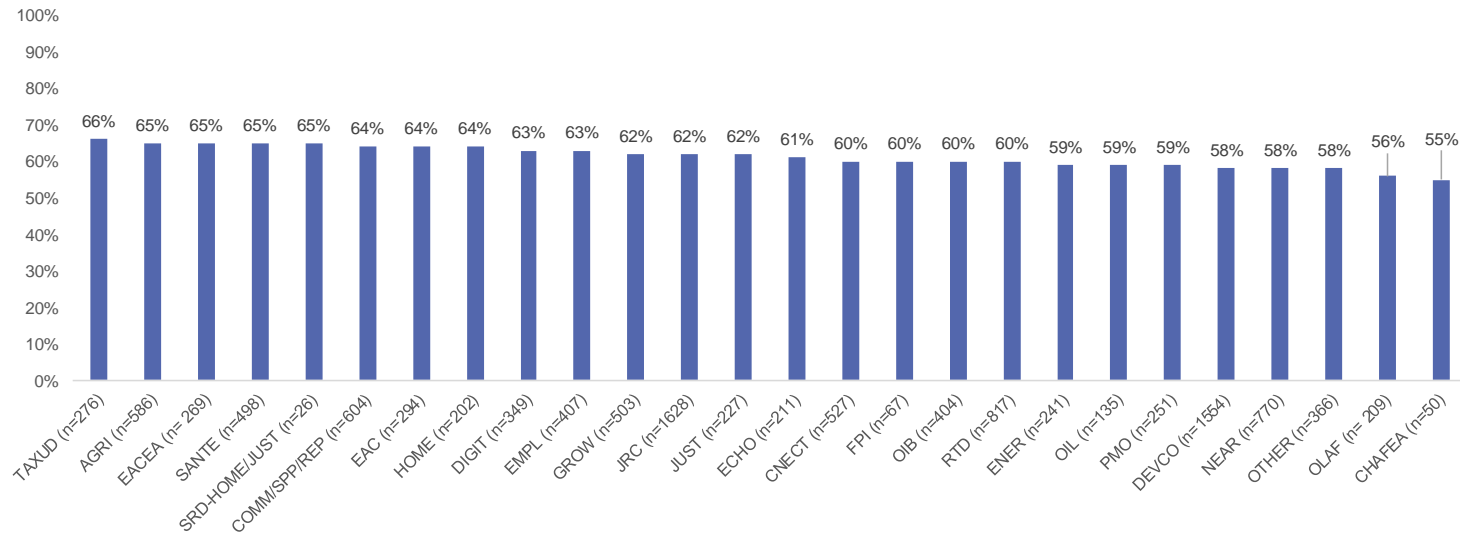
3.1.2. Levels of engagement across the DGs/Service/Shared Resources Directorate/Executive Agencies

Looking at the levels of engagement across the DGs/Service/Shared Resources Directorate/Executive Agencies in 2016, variation can be seen, highlighting differences in the staff experience and the need for local level action planning as well as actions taken at an overall European Commission level. Details of the levels of engagement across the DGs/Service/Shared Resources Directorate/Executive Agencies are shown in the charts overleaf. Engagement varies from 55% in CHAFEA to 84% in ESPC (although the small base size in each of these services means the results must be interpreted with caution).

Levels of engagement across the DGs/Service/Shared Resources Directorate/Executive Agencies



Commission overall: 64%



3.1.3. Levels of engagement across key demographics

Looking at levels of engagement across key demographics for the European Commission overall, some differences can be seen. Engagement by **length of service in current DG/Agency**, follows a pattern seen in many organisations, where the newest starters are the most engaged and then levels of engagement dip for longer servers. Engagement ranges from 71% for staff who have worked for their current DG/Agency for less than 1 year to 65% for staff who have worked for their current DG/Agency for between 1 and 3 years and 63% for staff who have worked for their current DG/Agency for 3 to 5 years. Engagement then remains at 63% for the longer length of service categories (5-10 years and More than 10 years).

A similar pattern can be seen when looking at **length of service with the Commission/Executive Agency overall**. Engagement is highest for newer staff (67% for 0-5 years) and then dips to 63% for staff with 6-10 years, 11-15 years and 16-20 years of service. Engagement then increases for longer servers but remains lower than engagement for newer staff (65% for 21-25 years and 64% for More than 25 years). Although this is a common pattern, it is important for the European Commission to investigate why engagement dips after a year and how engagement can be increased for longer servers.

By **location**, engagement ranges from 69% in Grange to 57% in EU Delegation and 52% in other locations. Engagement within Brussels is 65%.

Seconded National Experts are most engaged (69%) whilst Contract Staff and Local Staff are relatively the least engaged (both 61%). The engagement level for Officials is in-line with engagement for the Commission overall (65%).

The differences in engagement by area of the European Commission and by demographics highlight the need for local action planning to focus on and improve specific local issues which may be affecting engagement.

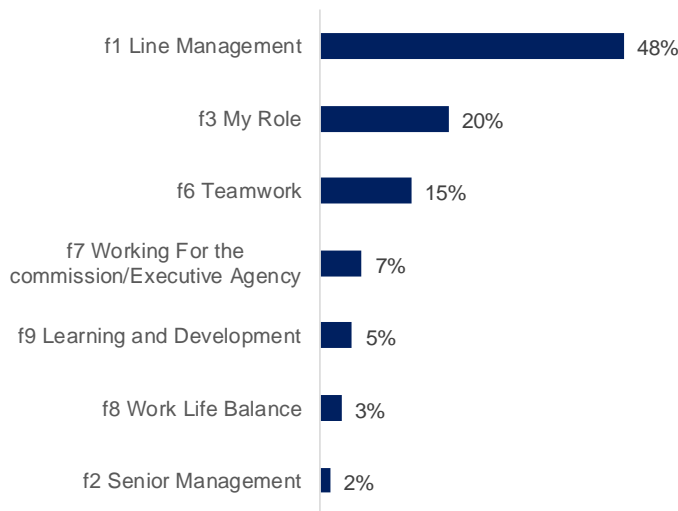
3.2. Drivers of engagement

Staff engagement is an outcome measure and cannot be altered directly. It is crucial to examine the staff experience and determine which elements are having the largest impact on staff engagement. Key driver analysis is a statistical method which determines which aspects of the staff experience have the largest impact on staff engagement within an organisation and consequently, which elements should be targeted for improvement. Key driver analysis highlights the elements of the staff experience which are impacting on engagement at the overall European Commission level. Local driver analysis has also been conducted, and although not discussed in this report, is available within the Highlights reports for managers to investigate key local issues impacting on engagement.

Key driver analysis uses factor analysis and multiple regression techniques to uncover the drivers of engagement.⁷ The chart shown overleaf illustrates the factors which are the key drivers of staff engagement for the European Commission in 2016:

⁷ see Appendix 3 for details of factor analysis and multiple regression techniques

% Relative Impact



The chart above shows that three factors (Line management, My role and Teamwork) have the most impact on engagement by some margin and these three factors will be the focus of this section. Appendix 4 contains details of all of the seven factors listed above.⁸

As can be seen in the chart above, **line management** has, by far, the largest impact on staff engagement within the European Commission and consequently, this should be the priority area for focus. Looking in more detail at the factor of line management, being treated fairly at work and perceptions of line management support for implementing learning in the workplace are the questions which have the largest impact on engagement. Perceptions of these elements should be monitored and improvement interventions designed. In particular, perceptions of line manager support to implement learning should be a priority area of focus for the European Commission as currently, fewer than half of staff answered positively to this question.

| | | % | % Impact on Positive engagement |
|-----|---|-----|---------------------------------|
| q10 | I am treated fairly at work. | 69% | 25% |
| q36 | My line manager supports me in implementing my learning in the workplace. | 45% | 21% |
| q44 | My manager motivates me to be more effective in my job. | 51% | 13% |
| q46 | My manager communicates effectively with me and keeps me informed in a timely and relevant manner. | 62% | 13% |
| q50 | My manager provides visibility to my work. | 55% | 10% |
| q48 | My manager evaluates my performance fairly. | 66% | 9% |
| q51 | My manager assists and supports me when required. | 69% | 5% |
| q53 | My manager is considerate of my life outside work and supports the use of flexible work arrangements ((flexible hours, telework) subject to operational requirements. | 68% | 4% |

⁸ Note that these factors are formed from statistical techniques and may differ from the Commission's indexes. For example, being treated fairly at work is part of the Commission's satisfaction index and is reported on within this index in Section 4 of this report. From the statistical analysis conducted, however, it falls within the line management factor and is reported on within this factor above.

My role is the factor which has the second largest impact on engagement. As shown in the chart below, feeling involved in decisions, feeling valued and feeling encouraged to come up with new and better ways of doing things are the questions within this factor having the largest impact on engagement. These three questions should be monitored and improved further as fewer than six out of ten staff answered positively to these questions.

| | | % Positive | % Impact on engagement |
|-----|--|------------|------------------------|
| q31 | I feel involved in the decisions that affect my work. | 50% | 29% |
| q4 | I feel valued for the work I do. | 59% | 28% |
| q27 | I am encouraged to come up with new and better ways of doing things. | 56% | 24% |
| q20 | Satisfaction with your job content and tasks in general | 75% | 10% |
| q25 | My skills match my current job. | 77% | 4% |
| q21 | Satisfaction with the level of responsibilities in your job | 68% | 4% |

Teamwork is the factor which has the third largest impact on engagement. As shown in the chart below, perceptions of collaborative working has the largest impact on engagement within this factor. Perceptions here should be monitored and improved further as fewer than six out of ten staff answered positively to this question.

More than seven out of ten staff find the working atmosphere pleasant; this should be viewed as a strength for the European Commission as it is having the second largest impact on engagement within this factor.

| | | % Positive | % Impact on engagement |
|-----|---|------------|------------------------|
| q29 | Collaborative working is supported in my DG/Department. | 59% | 33% |
| q9 | I find the working atmosphere pleasant. | 72% | 32% |
| q28 | In my team we work together to improve the way we deliver on our tasks. | 69% | 20% |
| q14 | I have good and supportive working relationships with my close colleagues and team members. | 86% | 15% |

4 The staff experience

4.1 Commission/Executive Agency as a workplace

Key findings

The questions in the category are largely on a negative trajectory with 3 of the 4 comparable questions declining since 2014.

There are a range of % positive scores, with some of the highest scoring questions from 2016's survey present within this section: I feel a sense of pride in doing my job (76% positive) and I have a clear understanding of the Commission/Executive Agency's purpose (83% positive).

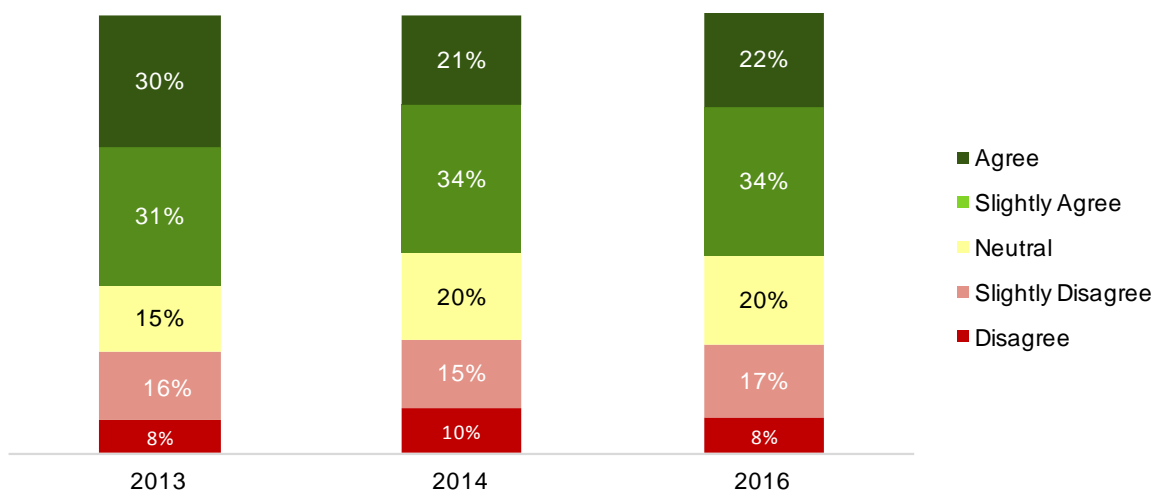
There are also some comparatively lower scores within this section of the staff experience, especially amongst the newly added questions around internal processes, where there are more negative than positive scores: In my DG/Executive Agency, human resources (staffing levels and competencies) are efficiently matched with the work to be done, including through internal reallocation (29% positive / 49% negative) and In my DG/Executive Agency, efficient processes and procedures are in place that facilitate decision-making (32% positive / 40% negative).

There is variation across demographics and DGs. These largely follow the overall trends of: younger staff, staff with shorter tenure and Middle and Senior Managers scoring more positively. The analysis below highlights key points of interest.

4.1.1 The Commission/Executive Agency is a modern and attractive workplace

Fifty-six percent of staff are in agreement that the Commission/Executive Agency is a modern and attractive workplace and these perceptions are in-line with 2014 but remain below the perceptions from 2013.

The Commission/Executive Agency is a modern and attractive workplace.

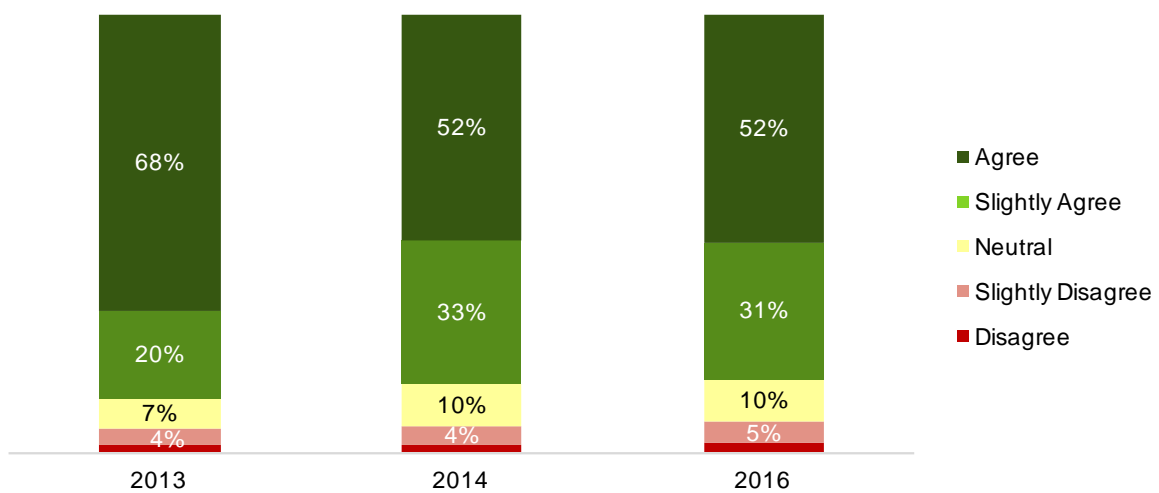


- Newer members of staff are more positive than longer serving staff that the Commission/Executive Agency is a modern and attractive workplace.⁹
- Across the DGs, staff within GROW and PMO are less likely to agree that the Commission/Executive Agency is a modern and attractive workplace.

4.1.2 I have a clear understanding of the Commission's/Executive Agency's purpose

Understanding of the Commission's/Executive Agency's purpose remains high at 83% positive, and whilst this is a slight decline from 2014, this remains one of the most favourable questions.

I have a clear understanding of the Commission/Executive Agency's purpose.

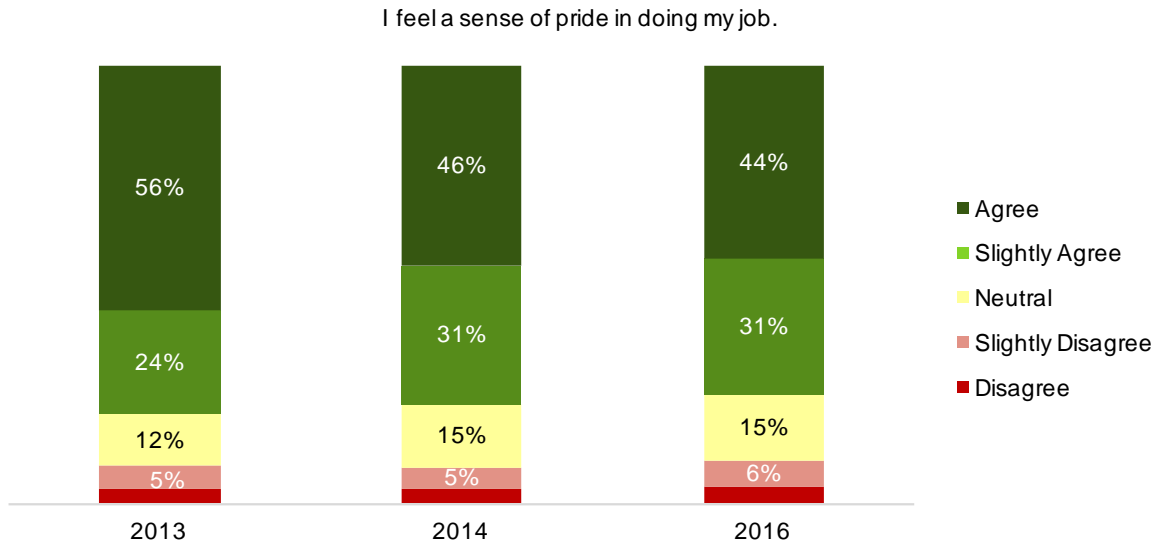


- Those with fewer than 10 years tenure are more likely to agree or slightly agree that they have a clear understanding of the Commission's/Executive Agency's purpose.
- Middle and Senior management are more likely to report a clear understanding, compared to non-managers.

⁹ Differences between demographic groups and DGs that are statistically significant at the 95% confidence limit will be noted in this section of the report.

4.1.3 I feel a sense of pride in doing my job

Staff pride in doing their job remains high at 76% positive. This area also remains one of the more favourable questions despite a slight decline from 2014.

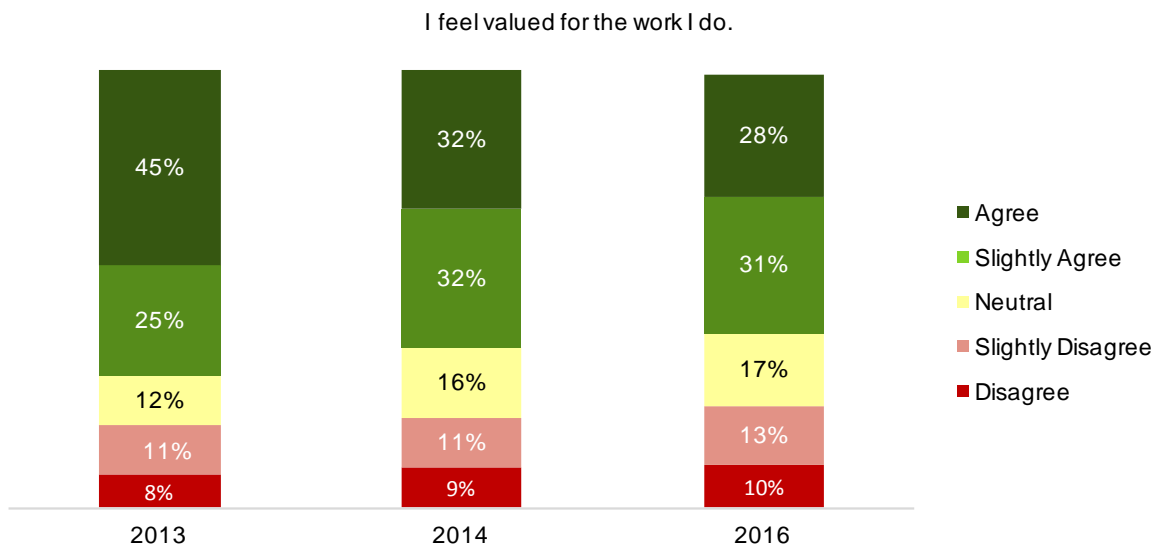


- 'Pride in doing my job' is highest amongst staff with the lowest tenure (0 – 5 years).
- Temporary staff and Seconded National Experts also have higher levels of agreement.

4.1.4 I feel valued for the work I do

At 59% positive, staff feeling valued for the work they do has continued to decline from the 70% positive in 2013 and 64% positive in 2014.

Between 2013 and 2014, the proportion of unfavourable participants remained relatively stable, meaning the decline in favourability was caused by an increase in neutrality. However, in 2016 the proportion of disagreement with the statement 'I feel valued for the work they do' has increased, with negative responses now at 24%.

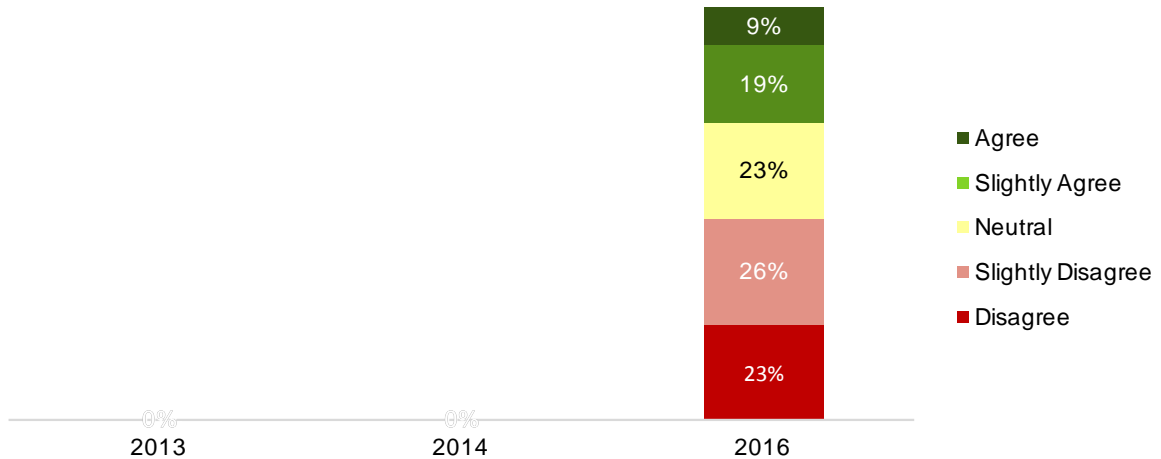


- CA Function Group IV are less likely to agree they feel valued for the work they do.
- Younger staff (up to 29 years of age) are 8 percentage points more likely to feel valued for the work they do.
- Staff in SRD-CLIMA/ENV, OLAF and SRD-HOME/JUST are the three services with the smallest proportions of positive staff on this question.

4.1.5 In my DG/Executive Agency, human resources (staffing levels and competencies) are efficiently matched with the work to be done, including through internal reallocation

At 28% positive, this new question in 2016 is one of the least favourable. Nearly half of participants disagree with the statement.

In my DG/Executive Agency, human resources (staffing levels and competencies) are efficiently matched with the work to be done, including through internal reallocation.

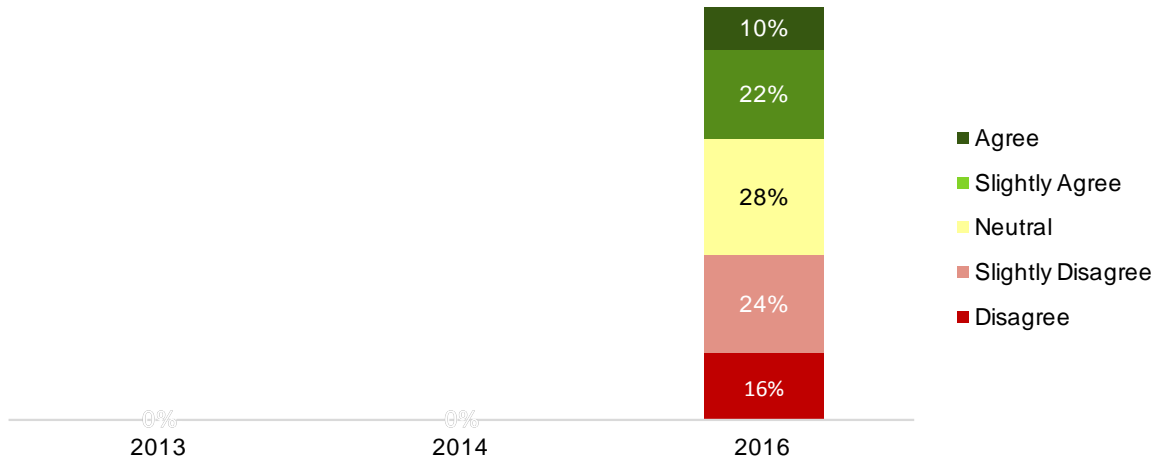


- Senior management are 26 percentage points more likely to agree human resources (staffing levels and competencies) are efficiently matched with the work to be done, including through internal reallocation. Middle management are also more positive, but by a smaller margin of 8 percentage points.
- Temporary staff and Seconded National Experts also have higher levels of agreement, + 13 and +12 percentage points respectively.
- Those with between 16 and 25 years' tenure report the lowest levels of agreement.

4.1.6 In my DG/Executive Agency, efficient processes and procedures are in place that facilitate decision-making

At 32% positive, another new question in 2016 ranks unfavourably. Forty percent of staff are unfavourable about this statement.

In my DG/Executive Agency, efficient processes and procedures are in place that facilitate decision-making.

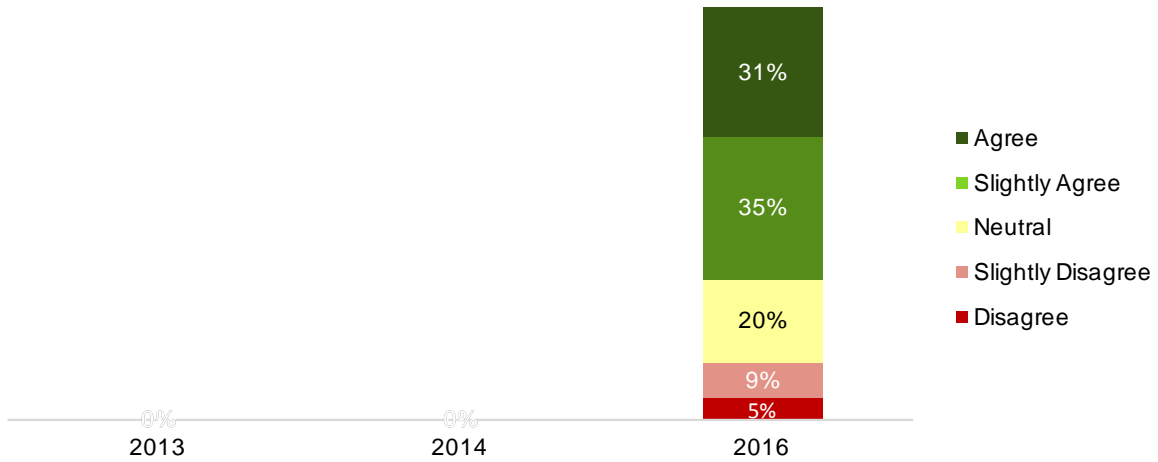


- Those with fewer than 10 years' tenure are more likely to agree or slightly agree that efficient processes and procedures are in place that facilitate decision-making.
- Staff in EPSC are 35 percentage points more likely to be in agreement. The evaluation in ERCEA, FISMA, CLIMA, COLLEGE, SRD-MOVE/ENER and SJ is also positive, all are upwards of 20 percentage points more positive than the European Commission overall.

4.1.7 I consider the Commission/Executive Agency to be a diverse and inclusive working environment

Sixty-six percent of staff at the European Commission are favourable about this new question in 2016, whereas 14% are unfavourable.

I consider the Commission/Executive Agency to be a diverse and inclusive working environment.

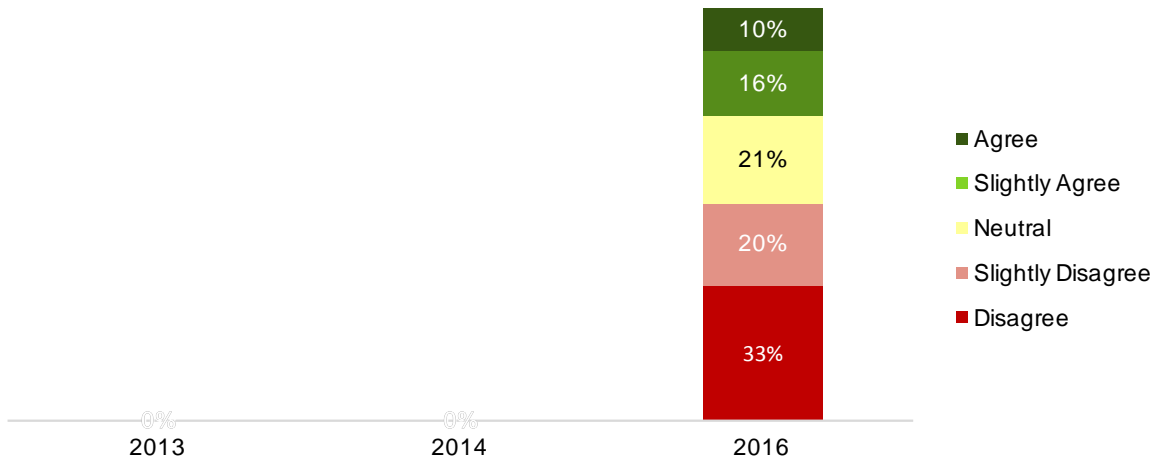


- Local staff are less likely to consider the Commission/Executive Agency to be a diverse and inclusive working environment.
- Staff with 16-20 years' tenure are 7 percentage points less likely to be positive.

4.1.8 The Commission/Executive Agency makes sufficient efforts to accommodate the needs of staff with longstanding health issues or disabilities

Only those who identified themselves as having a longstanding health issue or disability were invited to answer this question. At only 26% positive, the proportion of staff that are unfavourable is greater at 53%. This is a new question in 2016.

The Commission/Executive Agency makes sufficient efforts to accommodate the needs of staff with longstanding health issues or disabilities.

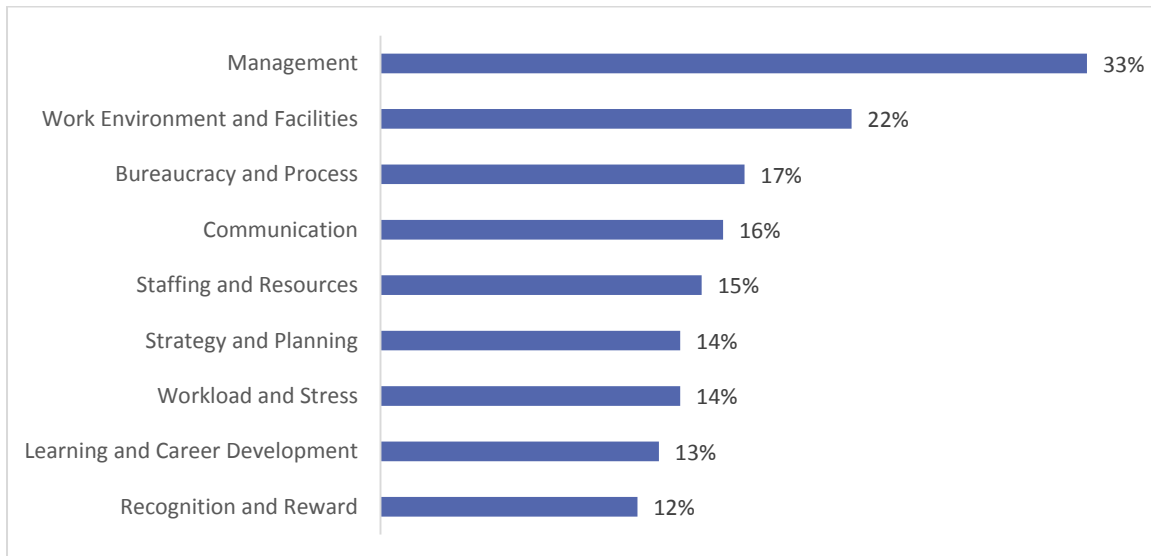


NB: answered by 1,114 participants only

- Staff with 16-20 years tenure are 6 percentage points less likely to be positive.
- Part-time staff are 7 percentage points more likely to be in agreement, potentially because the part-time nature of their work is to accommodate health issues or disabilities.
- Staff in BUDG, DIGIT and EAC are upwards of 20 percentage points more positive than the European Commission Overall.

4.1.9 Open comments concerning the Commission/Executive Agency as a workplace

The majority of open comments concerning the Commission/Executive Agency as a workplace mention the theme of **Management** and **Work Environment and Facilities**.



Comments within the themes of **Management** and **Work Environment and Facilities** tend to focus on suggestions of how these areas of the staff experience could be improved. Within the theme of **Management**, reducing hierarchy and promoting transparency for promotions is often mentioned. Within the theme of **Work Environment and Facilities**, updating physical office environments is often mentioned. Staff also focused on processes and procedures and the need for these to be streamlined to help create a more efficient working environment. The selection of open comments shown below gives further insight into the most common themes about the Commission as a workplace:

“Excessive bureaucracy, a flawed promotion system giving management positions to people who are good policy officers but have no managerial competences...”

“The European Commission needs to do more to promote transparency (managed/monitored approach whereby vacancies are published); a healthy work environment (actively manage working hours and stress levels; impose external expertise in monitoring and addressing stress levels; encourage staff to be active by e.g. creating sports facilities or where not possible make agreements with sports clubs and gyms.)”

“We talk a lot about efficient processes and procedures but in my close environment they are just not there...”

“The EC should continue creating modern work environments, this should include better infrastructure (better office, maybe also open office)...”

“Too many layers of hierarchy, they need to be reduced...”

“Processes and decision making processes need to be streamlined...”

“The environment is not very attractive nor very contemporary...”

“Old management style, top down, too hierarchical, no space for innovative ideas or creativity, lack of efficient prioritisation.”

“The Commission needs to become less hierarchical...”

4.2 Wellbeing

Key findings

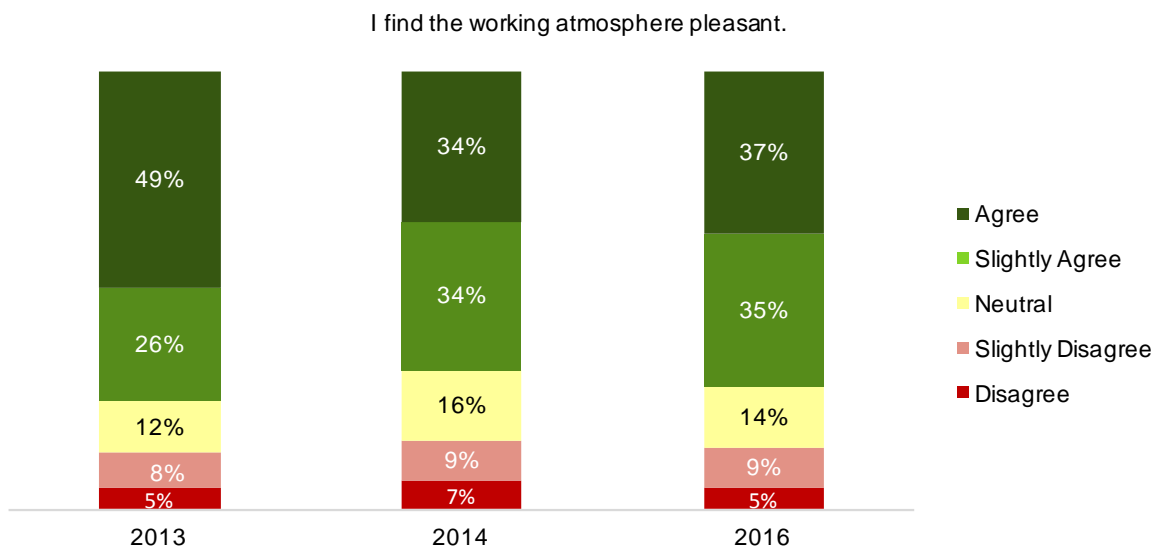
Compared with 2014, the Wellbeing category is on a largely positive trajectory, with the majority of questions having improved in positivity.

Questions that relate to other team members scored the most positively in this category: My colleagues are committed to doing quality work (76% positive) and I have good and supportive working relationships with my close colleagues and team members (86% positive). However, there are also weaker scores to note, around the topics of health, activity and wellbeing.

The demographic trends are similar to the previous section, but in the Wellbeing category Seconded National Experts and Temporary Staff also scored more positively across the board.

4.2.1 I find the working atmosphere pleasant

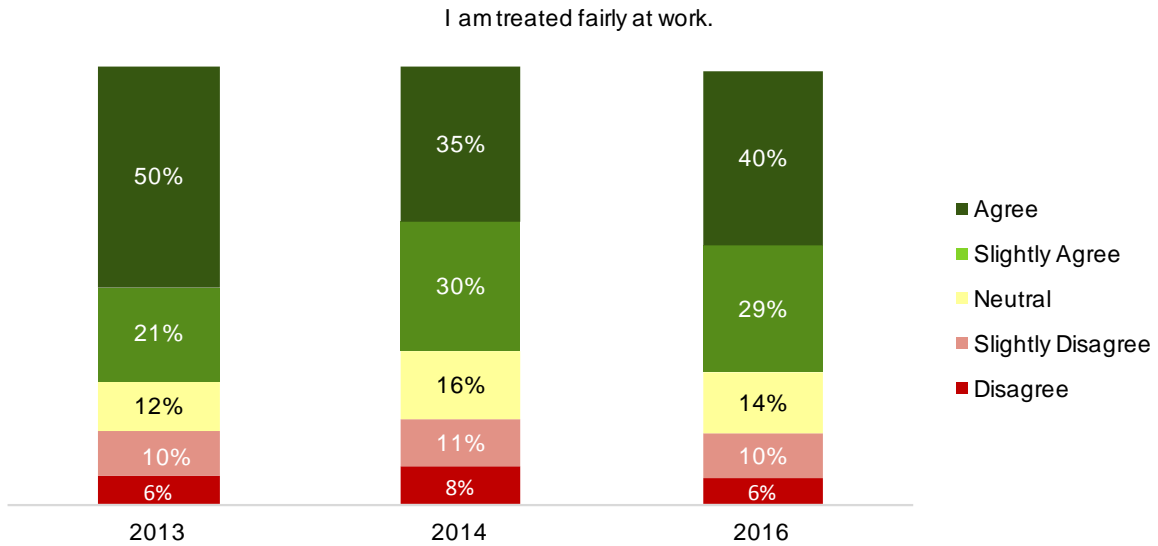
At 72% positive, the proportion of staff that agree or slightly agree they find the working atmosphere pleasant has increased since 2014, nearly reaching the levels of favourability in 2013. 14% of staff are unfavourable about this statement.



- Local staff are 11 percentage points less likely to find their working atmosphere pleasant.

4.2.2 I am treated fairly at work

Similarly to the previous question, the proportion of staff that feel they are treated fairly at work is more in line with 2013 levels following a dip in 2014. At 69% positive, this is a 4% point increase from 2014. **This question is a key driver of engagement.**

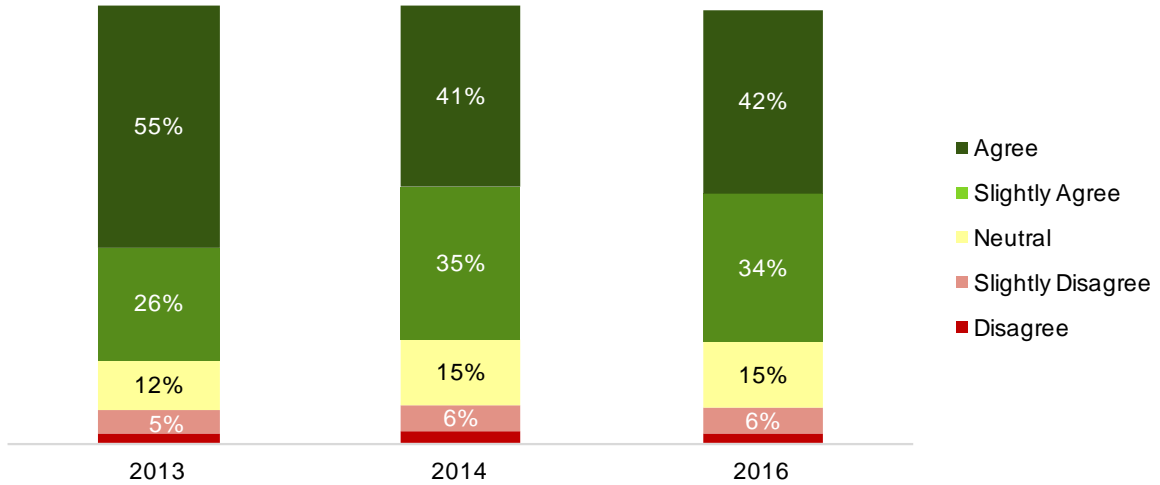


- Local staff are 14 percentage points less likely to feel they are treated fairly at work, whereas Seconded National Experts are 15 percentage points more likely to be in agreement.
- Staff with 0-5 years length of service at the Commission/Agency are most likely to agree they are treated fairly at work (76%), whilst staff with 11-15 years length of service are least likely to be in agreement (66%).

4.2.3 My colleagues are committed to doing quality work

Seventy six percent of participants agree or slightly agree that their colleagues are committed to doing quality work. Perceptions have remained stable since 2014 but remain lower than in 2013. This is one of the most favourable statements in 2016, with only 9% disagreeing.

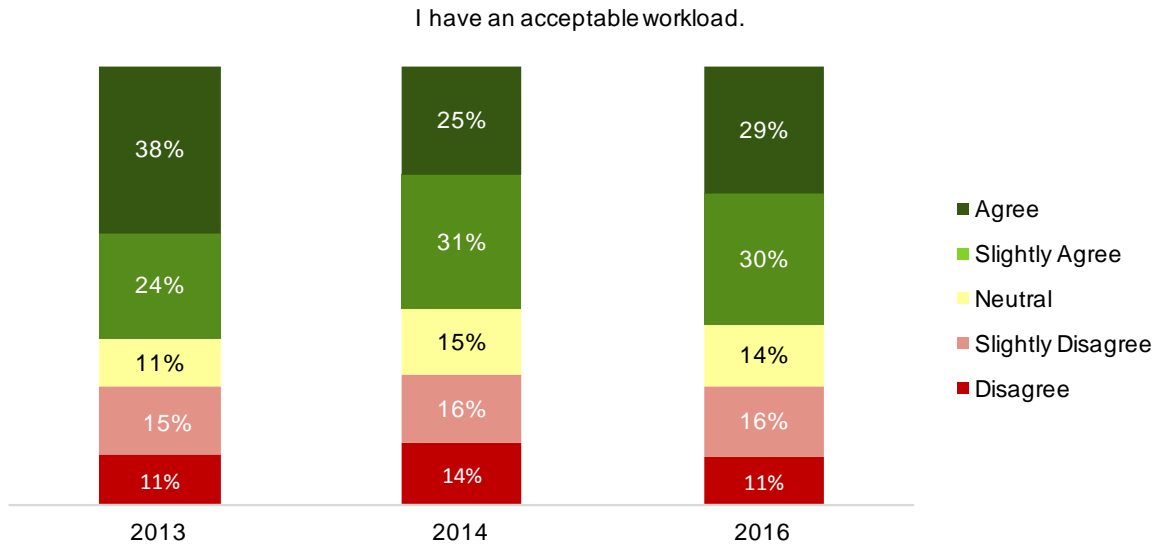
My colleagues are committed to doing quality work.



- Local staff and Contract staff are less likely to be in agreement (-10 and -7 percentage points respectively), whereas Seconded National Experts are 11 percentage points more likely to be in agreement.

4.2.4 I have an acceptable workload

Fifty nine percent agree or slightly agree that they have an acceptable workload. Whilst these agreement levels are above perceptions in 2014, they remain below perceptions in 2013. 27% of participants disagree or slightly disagree.

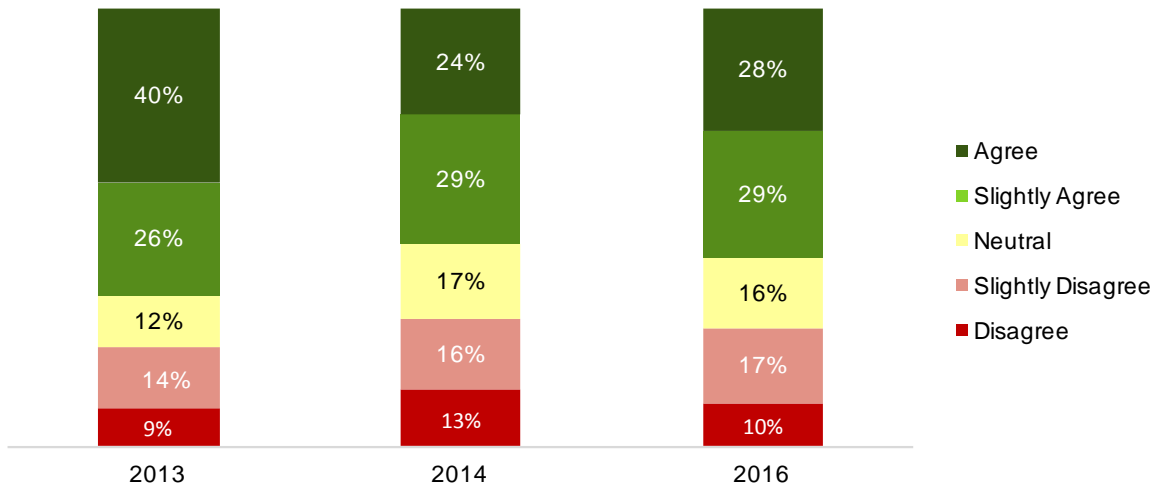


- Seconded National Experts are most likely to agree they have an acceptable workload.
- Staff in CHAFEA are 26 percentage points less likely to agree they have an acceptable workload, whereas staff in ESPC are 26 percentage points more likely to be in agreement.
- Staff in CA VI and ADs are less likely to agree that they have an acceptable workload (both 55%), compared with staff in AST and CA I, II, III who are more likely to agree (62% and 63% respectively).

4.2.5 I achieve a good balance between my work life and my private life

57% agree or slightly agree that they achieve a good balance between their work life and private life. Perceptions have improved since 2014, but remain below perceptions in 2013. 27% are unfavourable about this statement.

I achieve a good balance between my work life and my private life.

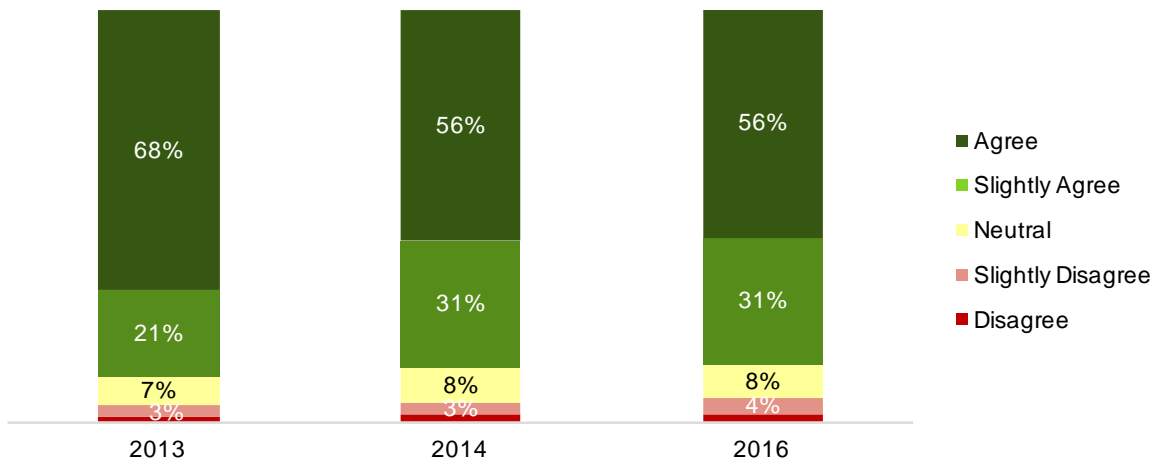


- Part-time staff are 12 percentage points more likely to agree they achieve a good balance between their work life and private life.
- Middle management are 7 percentage points less likely to be in agreement.
- There is very little variation by gender: 58% of men and 57% of women agree they achieve a good balance between their work and private life.

4.2.6 I have good and supportive working relationships with my close colleagues and team members

The second highest favourable question in 2016's survey: 86% agree or slightly agree with this statement. In line with this, only 6% are unfavourable. Positive perceptions are in line with 2014, but again are below 2013.

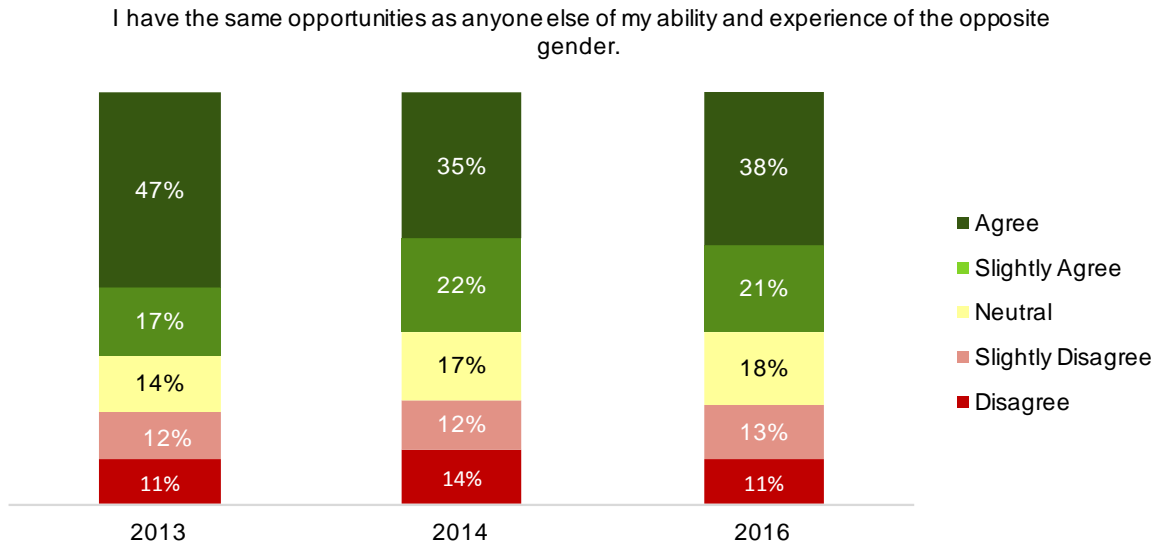
I have good and supportive working relationships with my close colleagues and team members.



- Compared to the variations seen in other Wellbeing measures, perceptions are relatively stable across demographic breakdowns for this question.
- Variations are also relatively small by DG – EPSC are the only group 10 percentage points more favourable than the European Commission Overall.

4.2.7 I have the same opportunities as anyone else of my ability and experience of the opposite gender

At 59% positive, perceptions of this statement are slightly below 2014, and are further still below perceptions in 2013. 24% are unfavourable, a slight decrease since 2014.

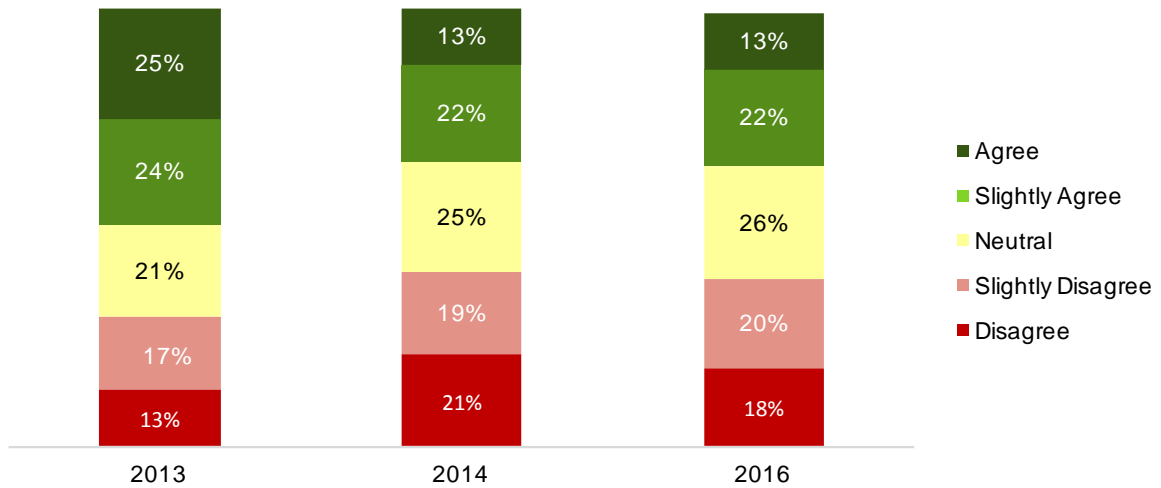


- Men are 2 percentage points less likely to agree, whereas women are 2 percentage points more likely to agree.
- Seconded National Experts are more likely to be in agreement (+15 percentage points).
- Seventy one percent of staff aged up to 29 years old agree that they have the same opportunities as anyone else of their ability and experience of the opposite gender and this is 12 percentage points more favourable than the Commission overall. Agreement drops to 56% for staff aged 50 to 59 years old.

4.2.8 I feel that the Commission/Executive Agency cares about my well-being

35% agree or slightly agree to this question and perceptions are only slightly higher than 2014. Both 2014 and 2016 scores are well below the 49% positive achieved in 2013. This is one of the lower scores in the 2016 survey.

I feel that the Commission/Executive Agency cares about my well-being.

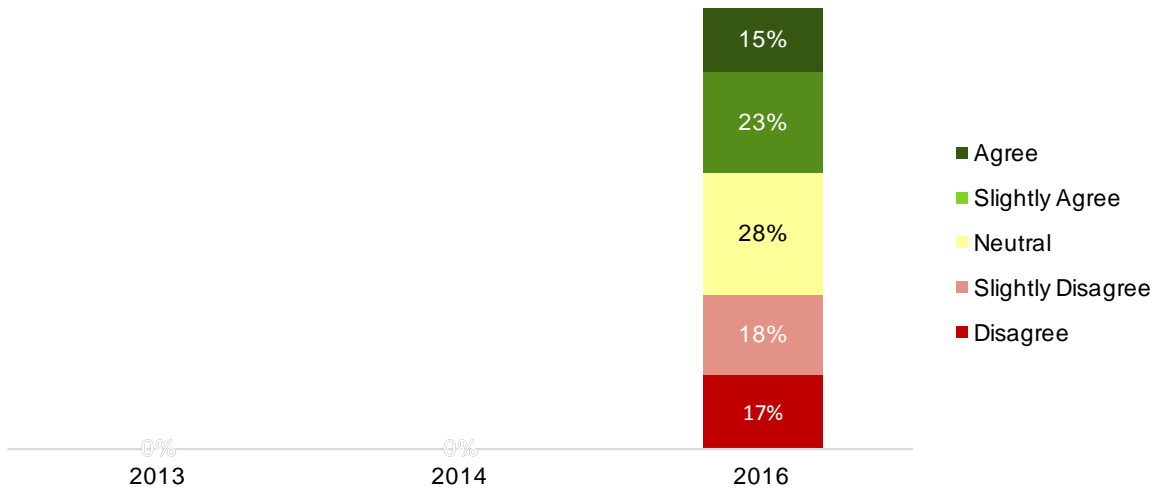


- Temporary staff and Seconded National Experts are more likely to be in agreement (+14 and +18 percentage points respectively).

4.2.9 I feel that the Commission/Executive Agency cares about my health

There are low levels of agreement for this new question in 2016: only 38% agree or slightly agree that the Commission/Executive Agency cares about their health. Just over a quarter are neutral, and 35% are unfavourable.

I feel that the Commission/Executive Agency cares about my health.

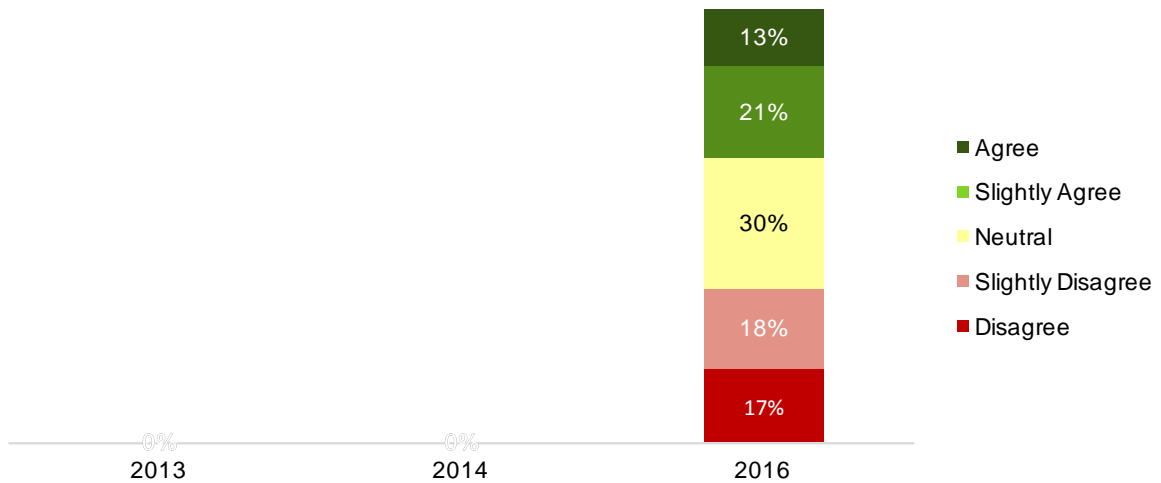


- Temporary staff and Seconded National are 11 percentage points more likely to be in agreement.
- Men (+3 percentage points) are more positive than women (-2 percentage points).
- ESPC are most positive, but ECHO, GROW, NEAR, PMO, TAXUD and SRD-HOME/JUST are all 10 or more percentage points lower than the European Commission Overall.

4.2.10 Physical activity is sufficiently promoted by the Commission/Executive Agency

Physical activity being promoted is another new question and only 34% of staff are favourable to this statement with 35% disagreeing or slightly disagreeing.

Physical activity is sufficiently promoted by the Commission/Executive Agency.

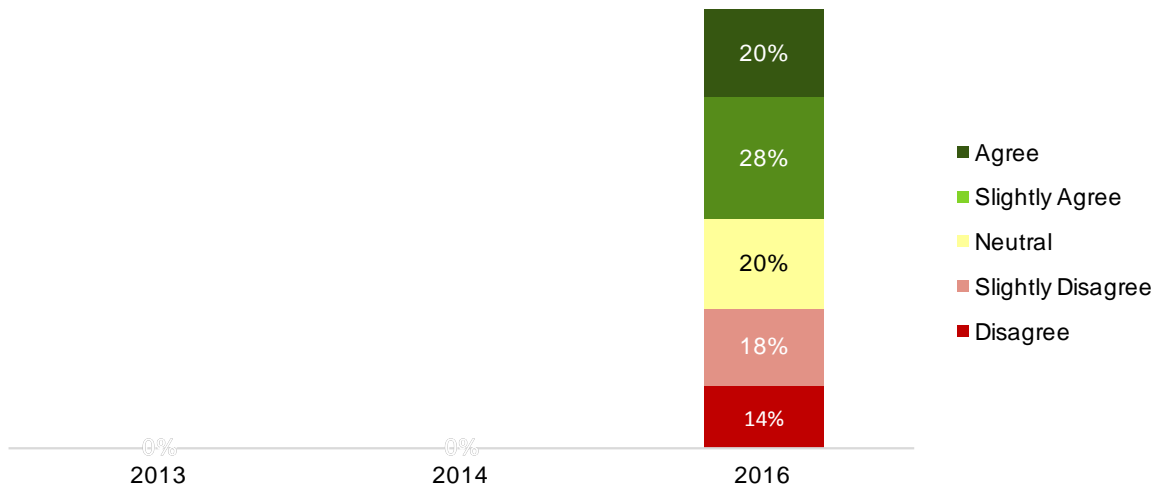


- Local staff are furthest below the European Commission Overall on this statement, 13 percentage points below the average.
- Men are 2 percentage points less likely to agree, whereas women are 2 percentage points more likely to be in agreement.

4.2.11 My workplace is comfortable and ergonomic

48% agree or slightly agree their workspace is comfortable and ergonomic, whilst 32% are unfavourable. This is a new question in 2016.

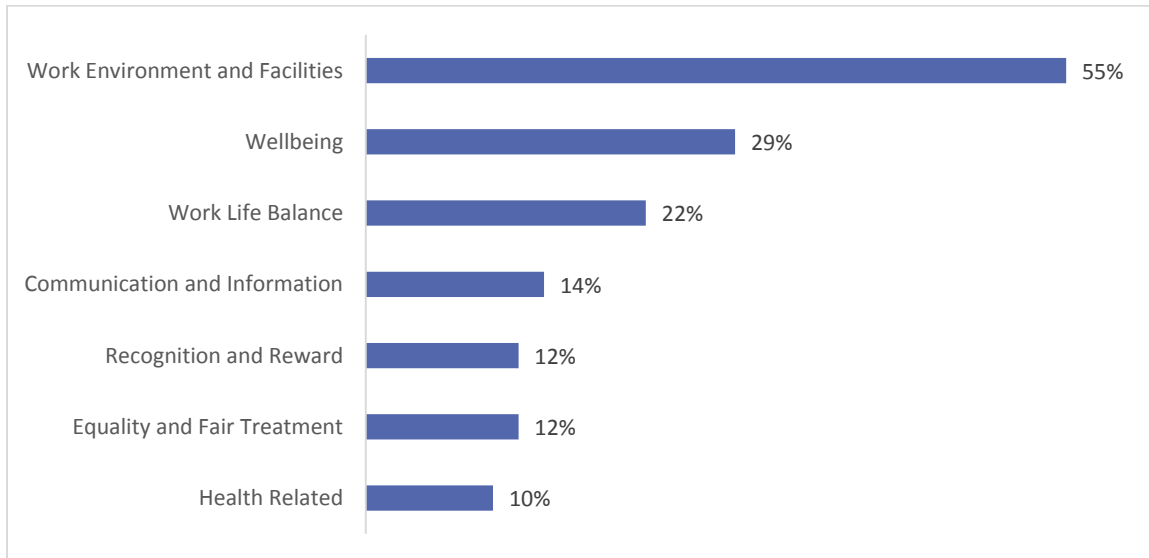
My workspace is a comfortable and ergonomic.



- Senior Management are 20 percentage points more likely to agree their workspace is comfortable and ergonomic.
- Men (+3 percentage points) are more positive than women (-2 percentage points).

4.2.12 Open comments concerning your wellbeing

Work Environment and Facilities is the most commonly mentioned theme in the area of wellbeing.



Comments within the theme of **Work Environment and Facilities** were grouped around the following keywords: clothing and uniforms, Health & Safety, location, non-business facilities, physical working environment, training and development and travel and parking. Comments tended to focus on suggestions of how these specific areas could be improved. The selection of open comments shown below give further insight into the most common themes about the work environment and facilities:

“Have an ergonomic check for each new colleague (immediately when he/she arrives, not months later), improve quality of canteen food: more vegetables, more healthy food (brown rice, pasta, more veggies etc.): improve quality of vegetarian plates. at the moment they are tasteless or they just add a kilo of cheese to it (which is not healthy either) - keep better track of a unit's wellbeing: at the moment I'm not aware of it how this is being done and how actions are taken.”

“Please invest in more ergonomic furniture.”

“Office place is noisy, not enough natural light...”

“Initiatives like Fit@Work are commendable but the focus remains firmly on Brussels, it is as if staff in Luxembourg and other locations are expendable.”

“A general problem in the buildings where I have worked are heating and air conditioning.”

“Lack of facilities for training...”

“Commuting by bike needs to be encouraged and rewarded...”

4.3 Your current job

Key findings

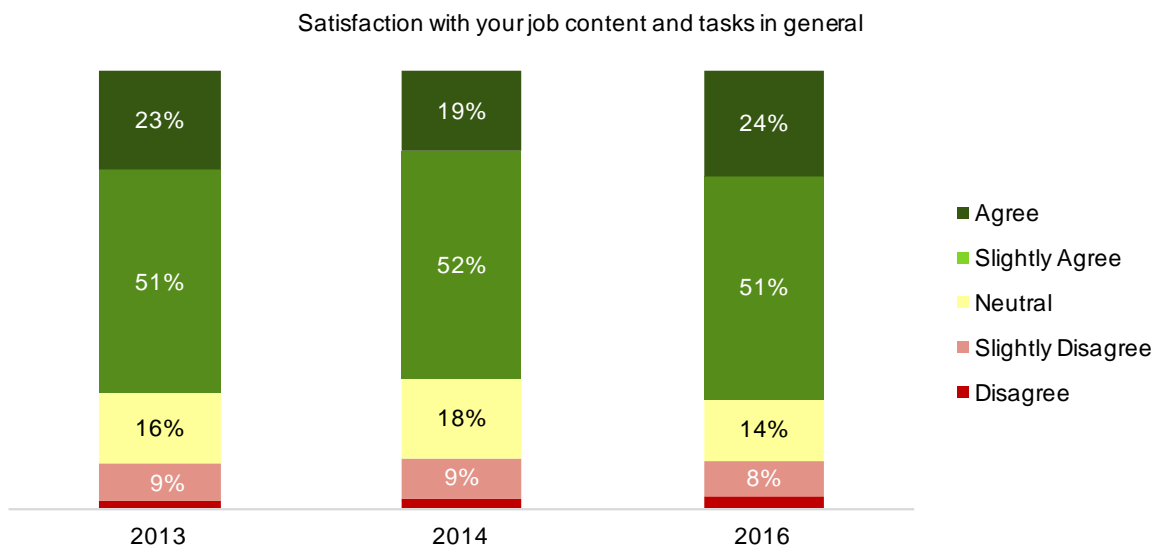
With a mixture of increases and decreases from 2014, this category is one of the more complex in terms of trend. 5 questions have increased, 7 have decreased and 2 have remained stable. One of the largest drops in positivity is included: I have the appropriate and timely information to do my work well (minus 6 percentage points) but note the change of wording from 2014.

The most positive score in the survey is included: I am willing to give extra effort when required (94% positive). The questions around line management are the lowest scoring in this category.

The demographics follow the typical patterns: younger staff, staff with lower tenure and Middle and Senior Managers scoring more positively. The analysis below highlights key points of interest.

4.3.1 Satisfaction with your job content and tasks in general

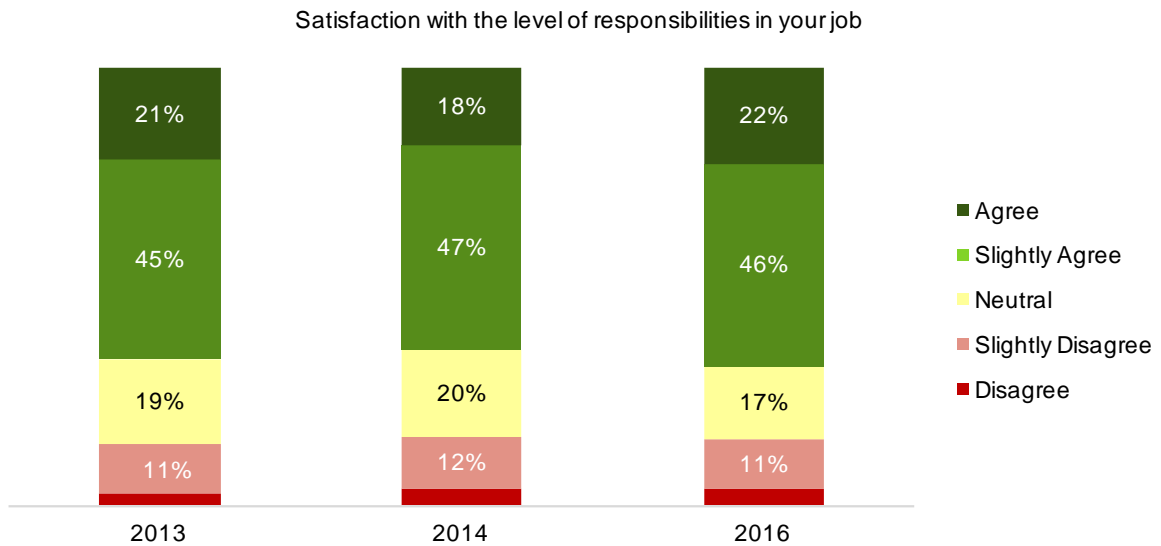
Satisfaction with job content and tasks in general is high at 75%, an improvement from 2013 and 2014. Negative sentiment is low, with only 11% unfavourable.



- Seconded National Experts are most positive, being 8 percentage points above the European Commission Overall.
- Variation is minimal across the DGs, with CHAFEA the least positive and SRD-MOVE/ENER the most positive.

4.3.2 Satisfaction with the level of responsibilities in your job

This question shows a similar trend over time, with improvements from 2013 and 2014 – 68% of staff are favourable.

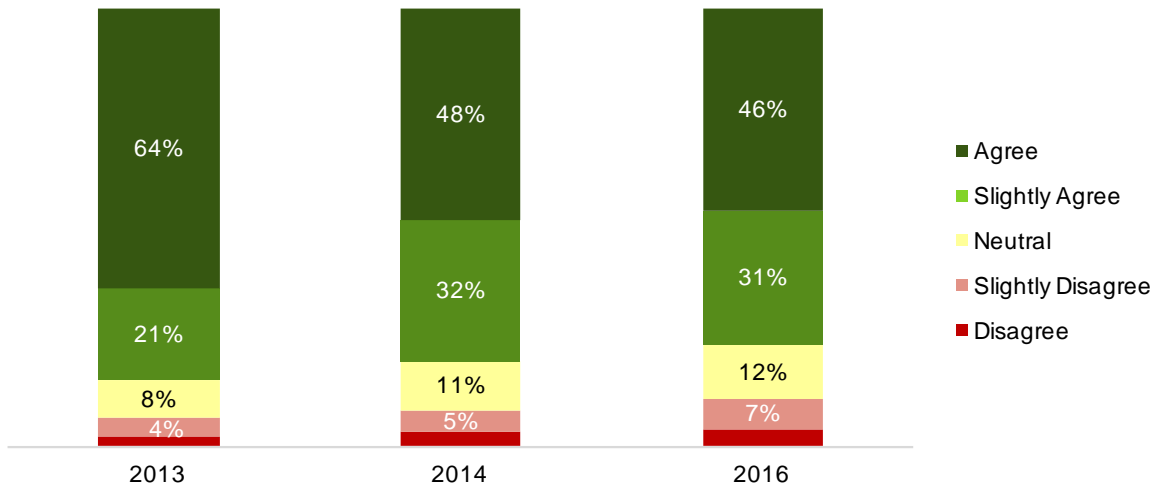


- Contract staff and those in 'other' roles are least positive, -6 and -10 percentage points respectively.
- CA Function Group IV are 8 percentage points less likely to be satisfied with their level of responsibility.
- SRD-CLIMA/ENV and SRD-MOVE/ENER are both 16 percentage points more positive than average.

4.3.3 I have a clear link between my job and the objectives and priorities of my DG

The majority of staff are aligned with their DG, 78% of staff agree or slightly agree they have a clear link between their job and the objectives and priorities of their DG. However, this has fallen from 85% positive in 2013, and 80% positive in 2014.

I have a clear link between my job and the objectives and priorities of my DG.

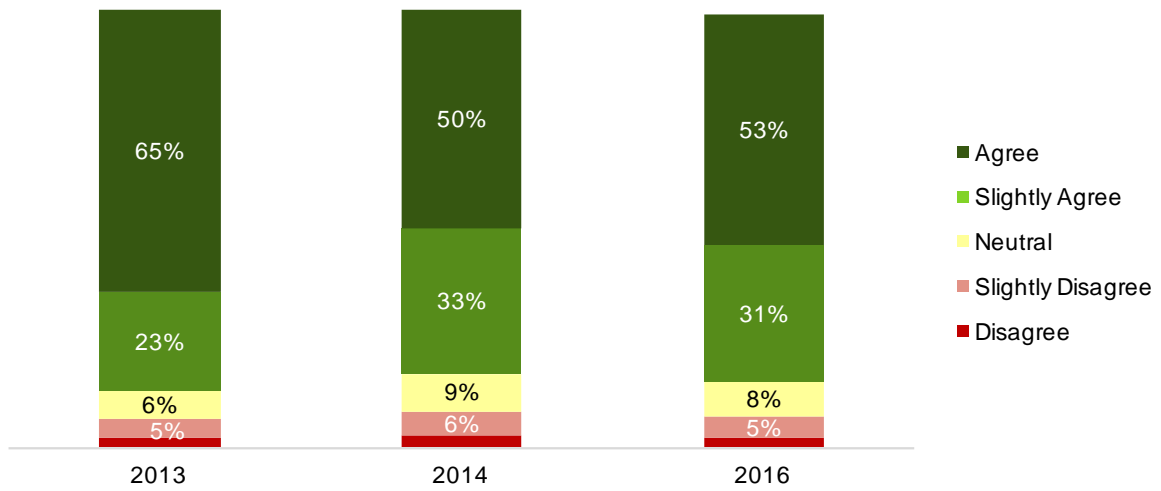


- Temporary staff and Seconded National Experts are most positive, 4 and 6 percentage points above the European Commission Overall respectively.

4.3.4 I have a clear understanding of what is expected from me at work

84% of staff have job clarity, a slight improvement from 2014 but a decline from the 88% positive in 2013.

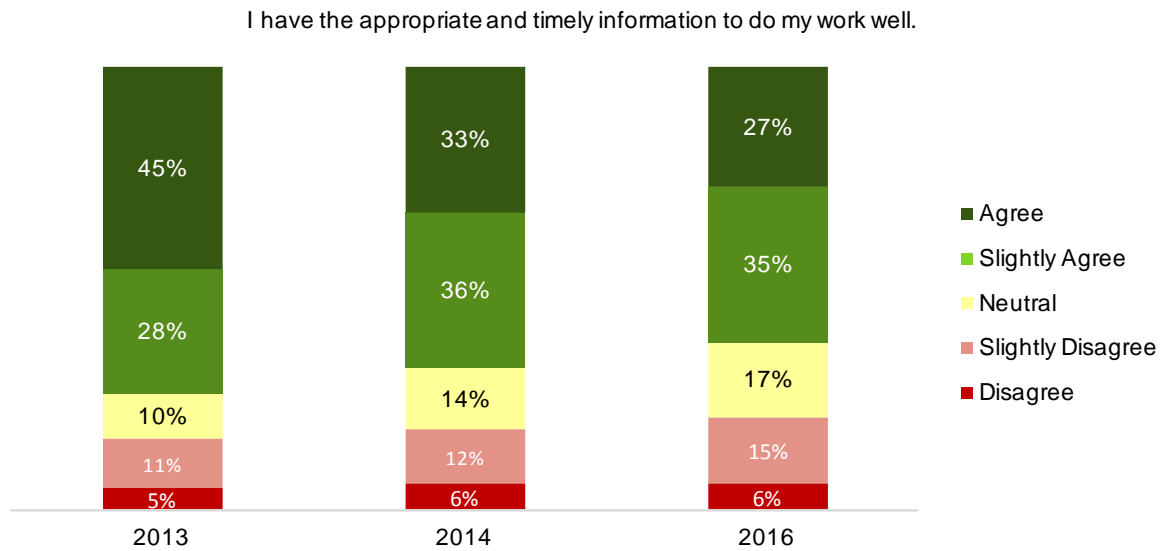
I have a clear understanding of what is expected from me at work.



- Seconded National Experts are least positive, 2 percentage points below the European Commission overall.

4.3.5 I have the appropriate and timely information to do my work well

62% agree or slightly agree that they have appropriate and timely information to do their work well, with 21% unfavourable.

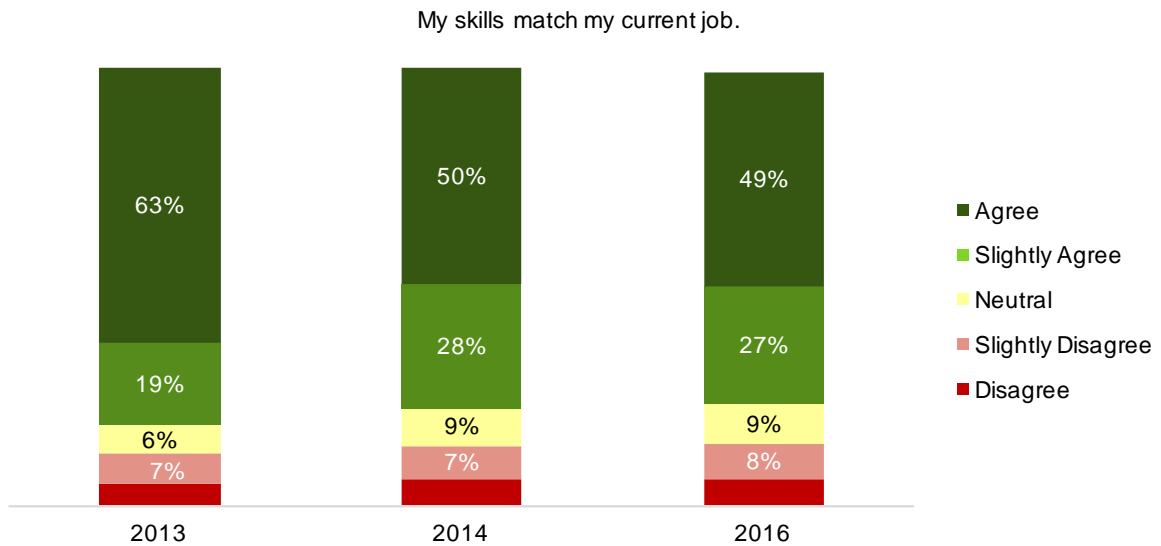


NB: the question wording changed from 'I have the information, material and resources to do my work well' in 2013 and 2014

- Temporary staff are 6 percentage points more favourable than the European Commission Overall.
- CA Function Group IV are 7 percentage points less likely to be in agreement.

4.3.6 My skills match my current job

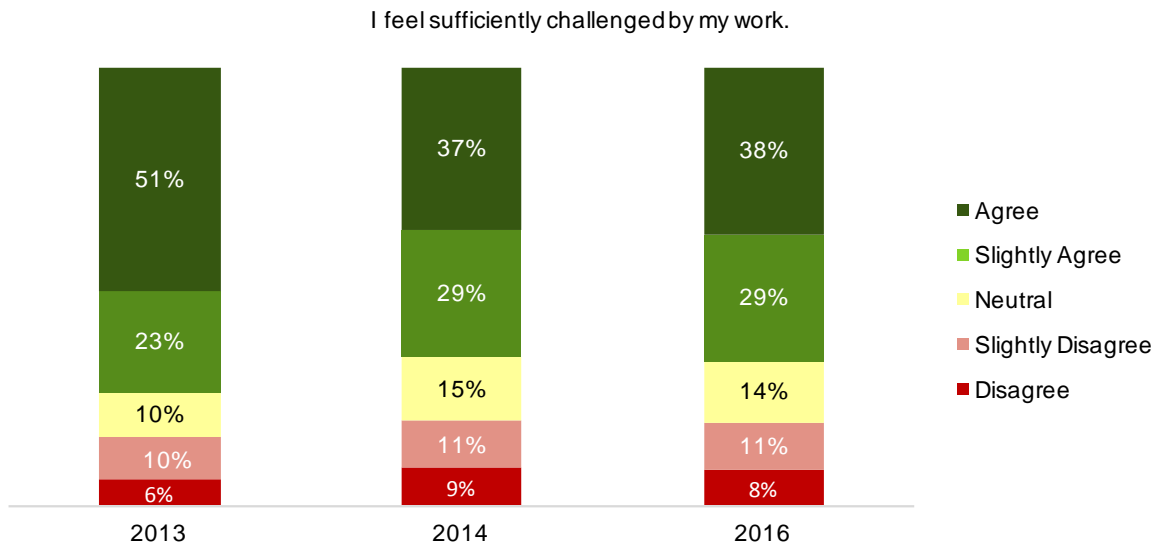
The majority of staff are favourable on this statement, with 77% positive. However, this has declined from 82% in 2013 and 78% in 2014.



- Seconded National Experts and Local staff are most positive, whereas Contract staff are less positive.
- Men are 3 percentage points more likely than women to be in agreement.
- Younger (up to 29 years of age) staff are generally more positive on other indicators, but here they are 4 percentage points less likely to agree than older staff.

4.3.7 I feel sufficiently challenged by my work

66% of staff feel they are sufficiently challenged by their work in 2016, a slight increase from 2014 but as seen in many other measures, not reaching the levels of positivity in 2013.

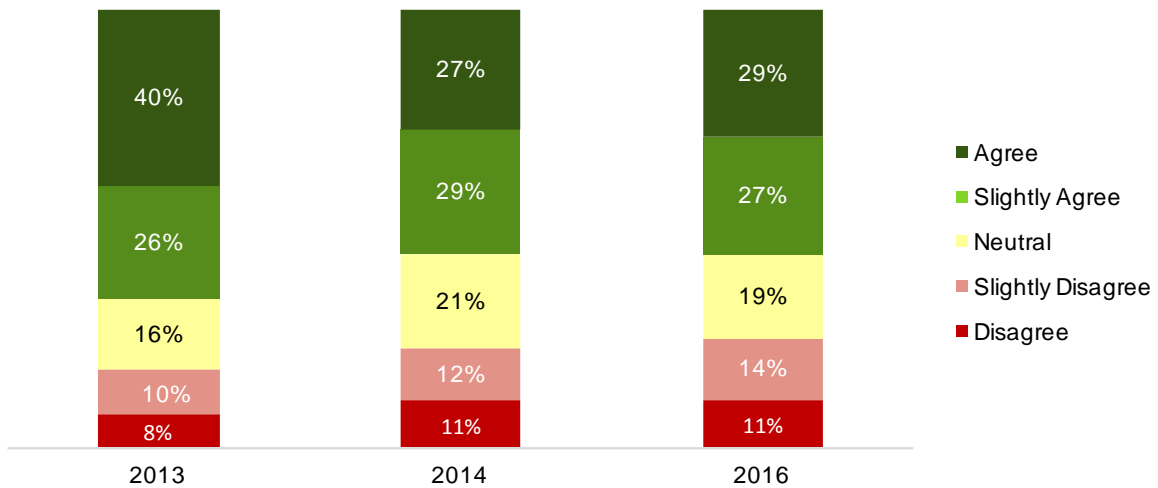


- Contract staff are 6 percentage points less likely to feel challenged by their work. Seconded National Experts are the most positive.
- ADs are 7 percentage points more likely to feel sufficiently challenged by their work, whereas ASTs are 6 percentage points less likely to be in agreement. CA Function Group I, II and III are even less positive – 9 percentage points below the European Commission Overall.
- Again, men are 3 percentage points more likely than women to be in agreement.
- Staff aged 29 and under are 5 percentage points less likely to be in agreement.

4.3.8 I am encouraged to come up with new and better ways of doing things

At 56% positive, just over half of staff feel they are encouraged to come up with new and better ways of doing things. Positive perceptions are stable when compared to 2014, but below 2013 levels.

I am encouraged to come up with new and better ways of doing things.

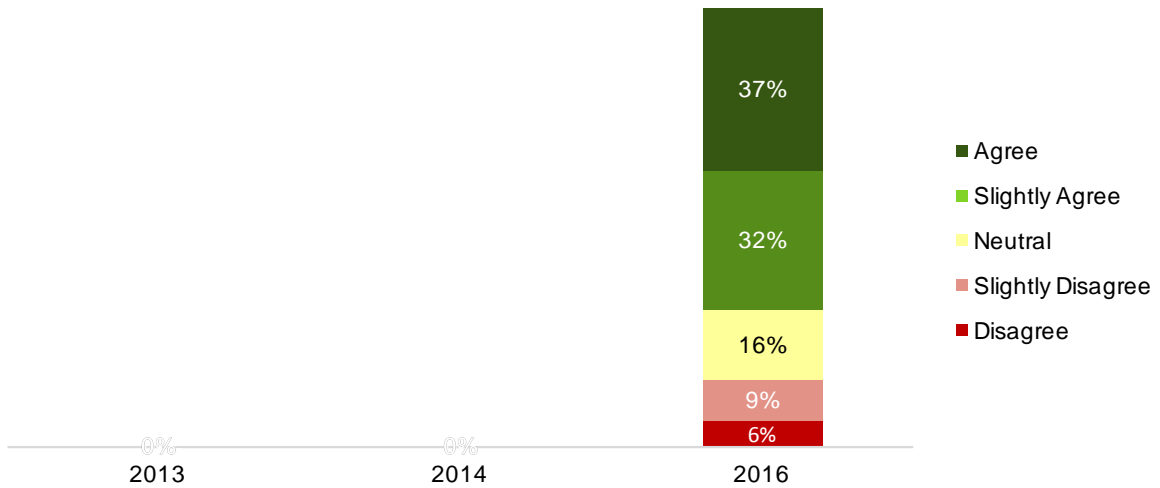


- Temporary staff and Seconded National Experts are most positive, 8 and 6 percentage points above the European Commission Overall respectively.

4.3.9 In my team we work together to improve the way we deliver on our tasks

A new measure in 2016: team based innovation and improvement is perceived more positively than individuals' opportunity to innovate, measured in the previous question (4.3.8). 69% are favourable about this measure.

In my team we work together to improve the way we deliver on our tasks.

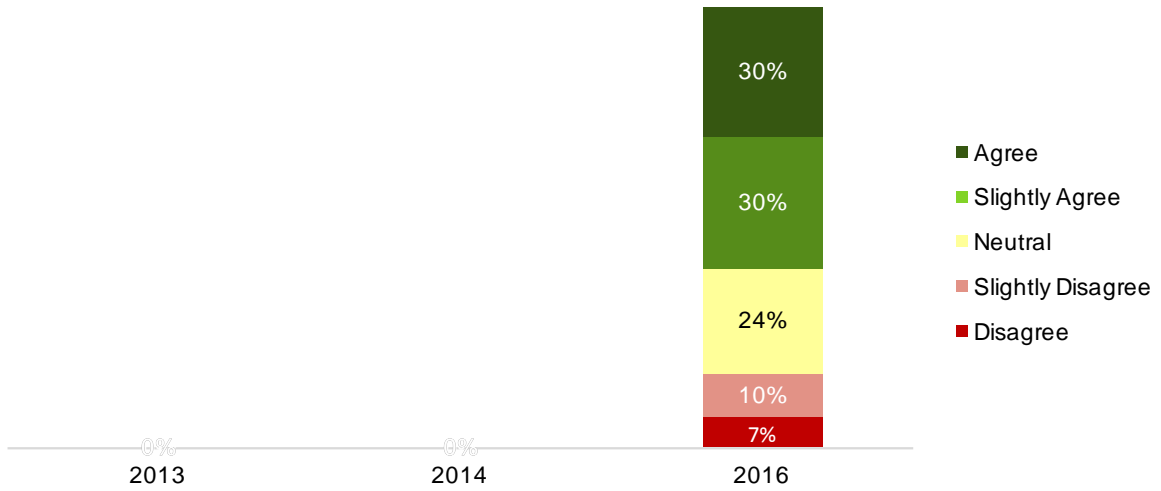


- CA Function Group IV are 8 percentage points less likely to be in agreement.
- EPSC is most positive by 20 percentage points, and SRD-CLIMA/ENV is not far behind at 18 percentage points above the European Commission Overall.

4.3.10 Collaborative working is supported in my DG/Department

60% are in agreement that collaborative working is supported in their department or DG, whilst 17% are in disagreement.

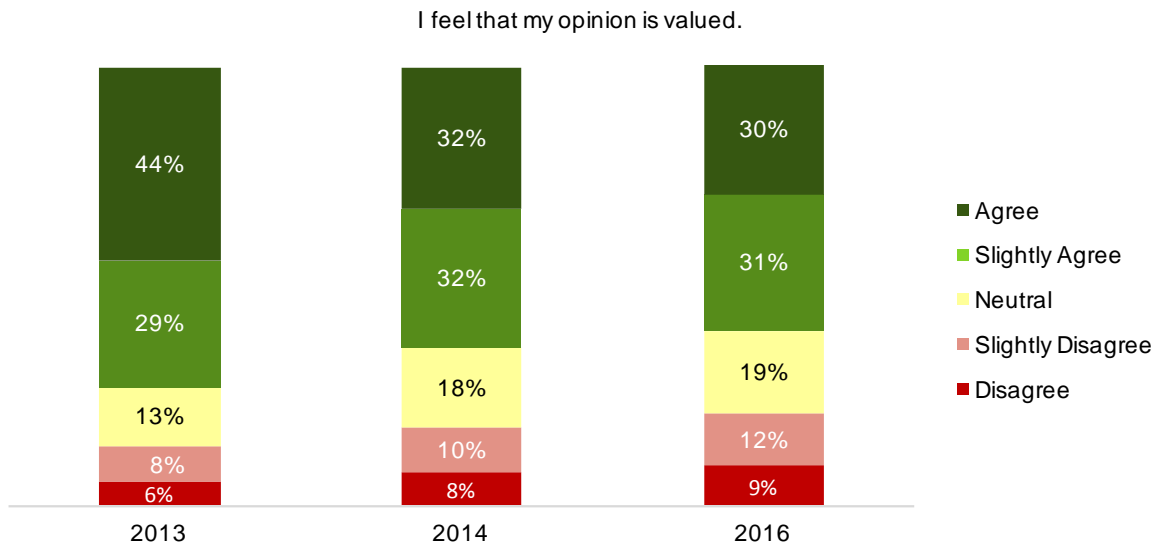
Collaborative working is supported in my DG/Department.



- Temporary staff and Seconded National Experts are most positive, 6 and 5 percentage points above the European Commission Overall respectively.

4.3.11 I feel that my opinion is valued

Another measure where favourability has declined, accompanied by a steady rise in unfavourable scores. 61% of staff agree or slightly agree their opinion is valued, whereas 21% are unfavourable.



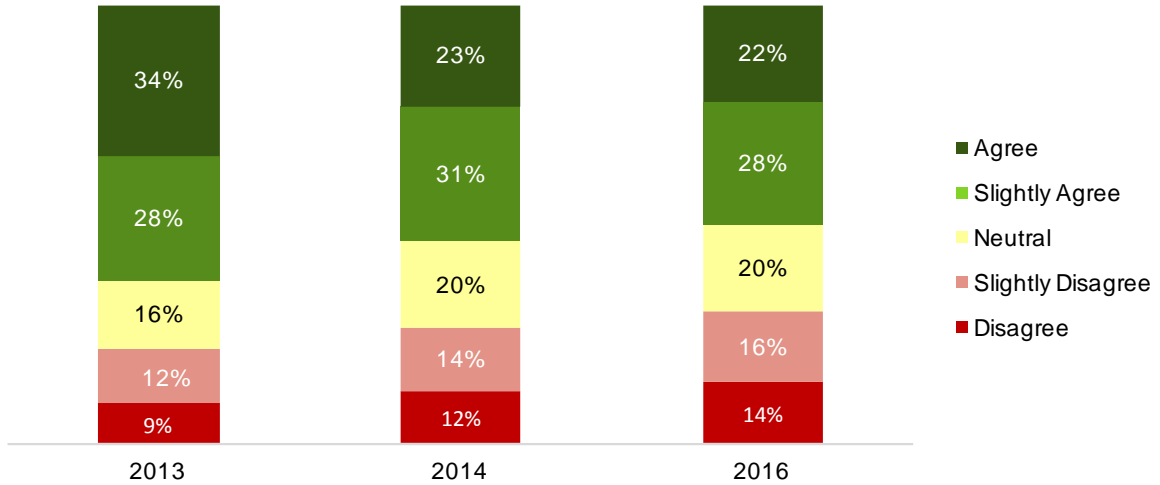
NB: the question wording changed from 'At work, my opinions seem to count' in 2013

- Seconded National Experts are much more likely to be in agreement, 14 percentage points above the European Commission Overall.
- CA Function Group I, II and III are least positive, 8 percentage points below the European Commission Overall.
- Men are 3 percentage points less likely than women to be in agreement.

4.3.12 I feel involved in the decisions that affect my work

Half of staff agree or slightly agree that they feel involved in the decisions that affect their work. Similarly to the previous question (4.3.11), there has been a gradual decline in favourable scores over time, accompanied by a rise in unfavourable scores.

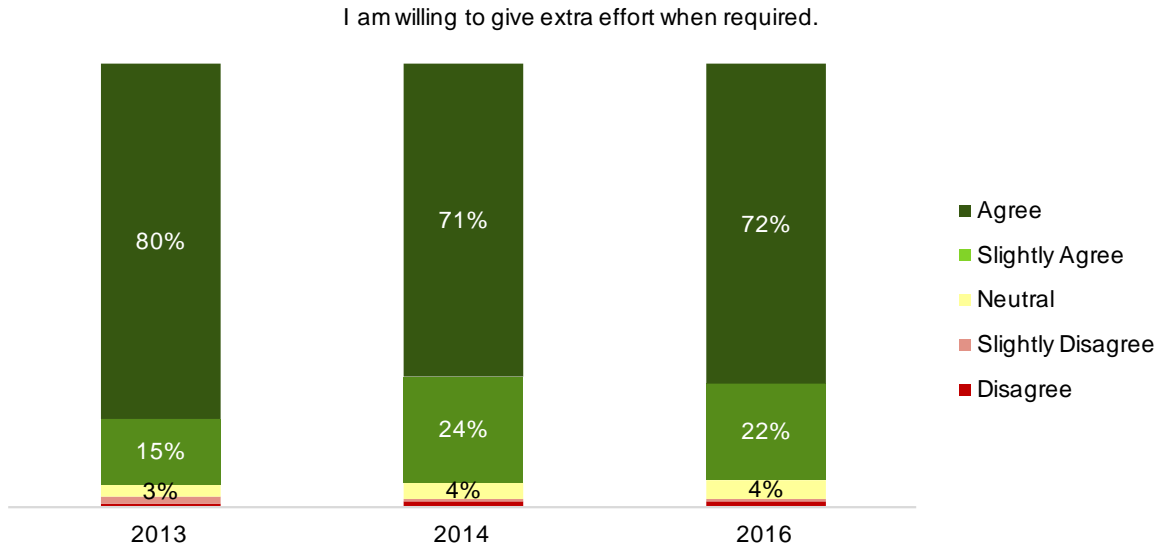
I feel involved in the decisions that affect my work.



- Temporary staff and Seconded National Experts are most positive, 7 and 10 percentage points above the European Commission Overall respectively.
- Men are 4 percentage points more likely than women to be in agreement.

4.3.13 I am willing to give extra effort when required

The most favourable question in the 2016 survey with 94% agreeing or slightly agreeing they are willing to give extra effort when required. However, there has been a slight decline in favourability over time.

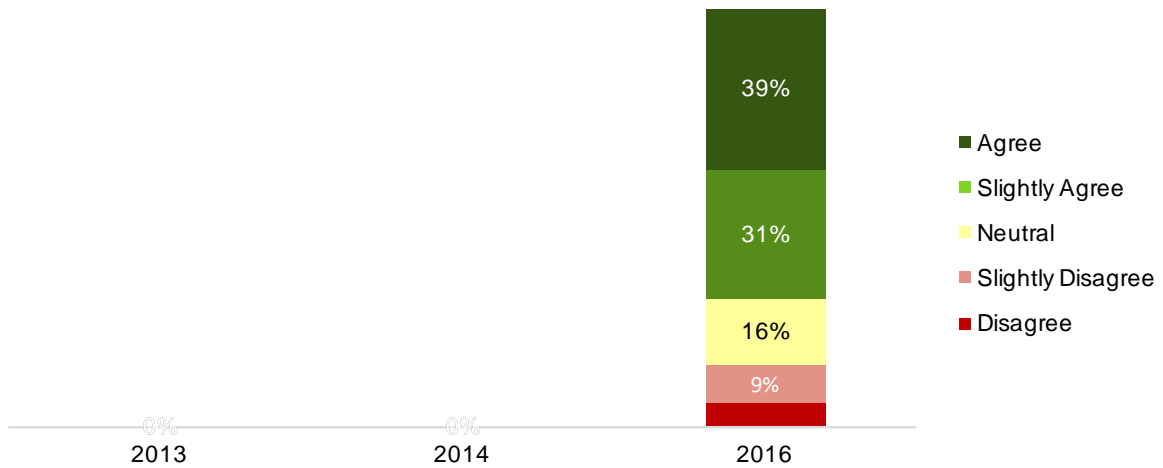


- There are minimal variations across the demographic groups.

4.3.14 I have the opportunity to participate in the learning and development activities I need to be efficient in my job

A new question for 2016, 70% of staff agree or slightly agree to this statement.

I have the opportunity to participate in the learning and development activities I need to be efficient in my job.

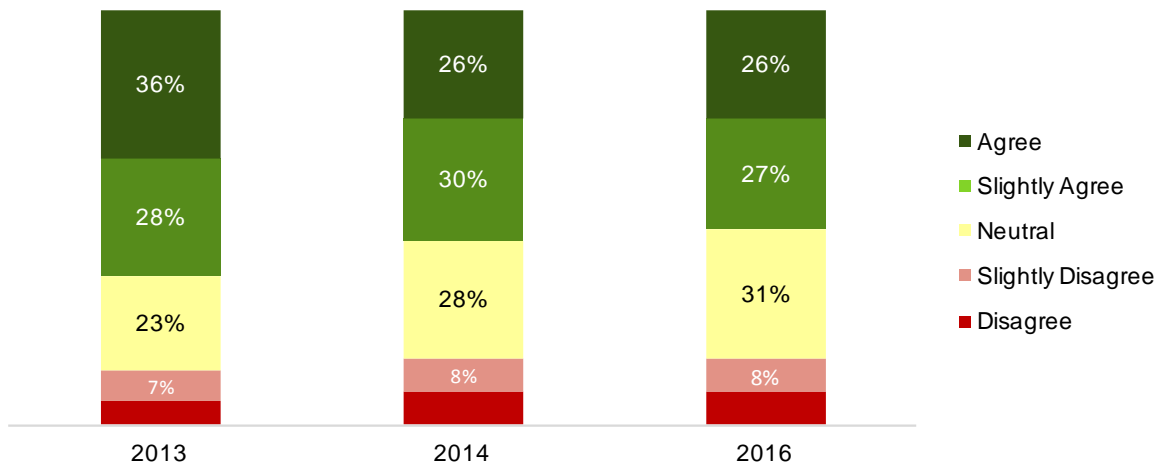


- Local staff and staff in 'other' roles are least positive, 15 and 14 percentage points below the European Commission Overall respectively.

4.3.15 My learning and development activities over the last 12 months have helped to improve my performance

Another measure that has declined in favourability over time, caused largely by increases in neutrality. This might suggest that few staff are engaging in learning and development activity, as neutral is sometimes used as an N/A option. 53% of staff agree or slightly agree to the statement, whereas 16% are unfavourable.

My learning and development activities over the last 12 months have helped to improve my performance.

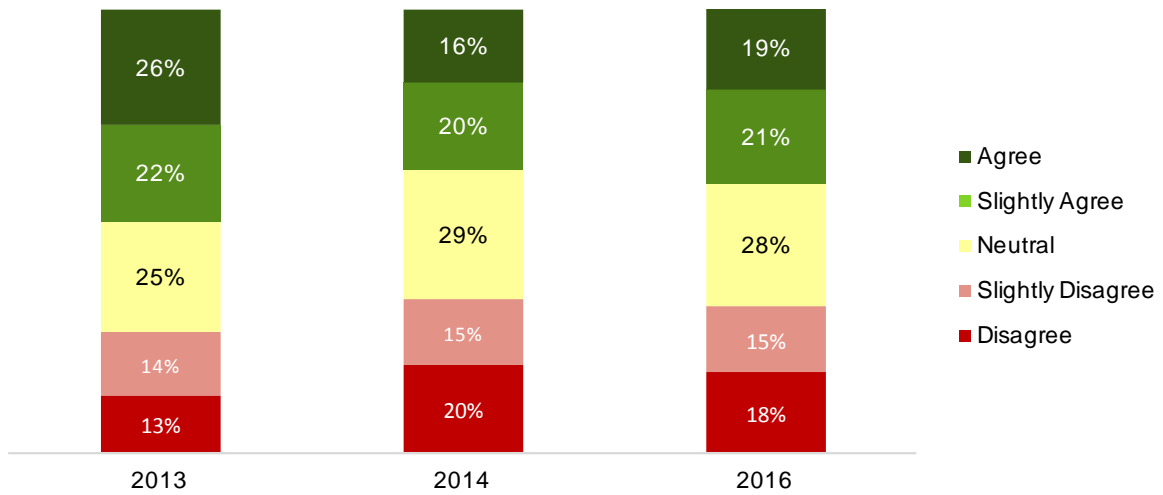


- CA Function Group I, II and III are most positive, 7 percentage points above the European Commission Overall.
- Going against the trend of Middle and Senior Managers being more positive, scores for this question are relatively flat across seniority.
- Again, men are 4 percentage points less likely than women to be in agreement.
- Those aged 60 and above are 10 percentage points less likely to be in agreement.
- Staff with the lowest tenure are 19 percentage points more likely to agree than staff with the longest tenure with the European Commission or Executive Agency.

4.3.16 My line manager helps me to identify my training and development needs

Traditionally a low scoring question, less than half of staff (40%) are favourable on this statement, with 33% unfavourable. There has been a slight increase in positive scores since 2014, but both 2016 and 2014 scores are below the 48% positive in 2013.

My line manager helps me to identify my training and development needs.

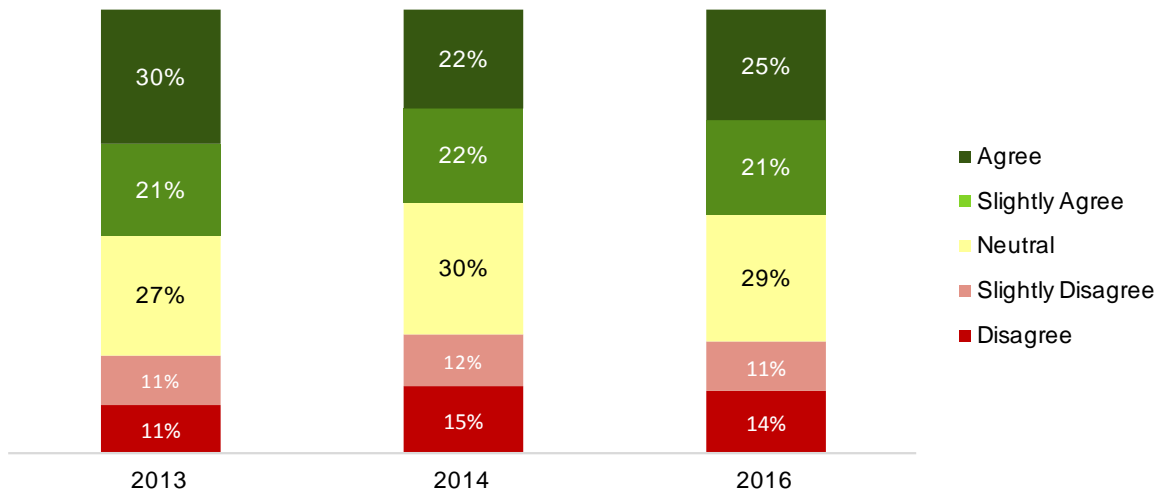


- The highest agreement levels are found in SCIC, 19 percentage points above the European Commission Overall.

4.3.17 My line manager supports me in implementing my learning in the workplace

The majority of staff agreed with this statement in 2013. However, agreement levels have fallen since then to 46% in 2016. A quarter of staff are now unfavourable. **This is a key driver of engagement,** and its low positive score makes it a key focus area.

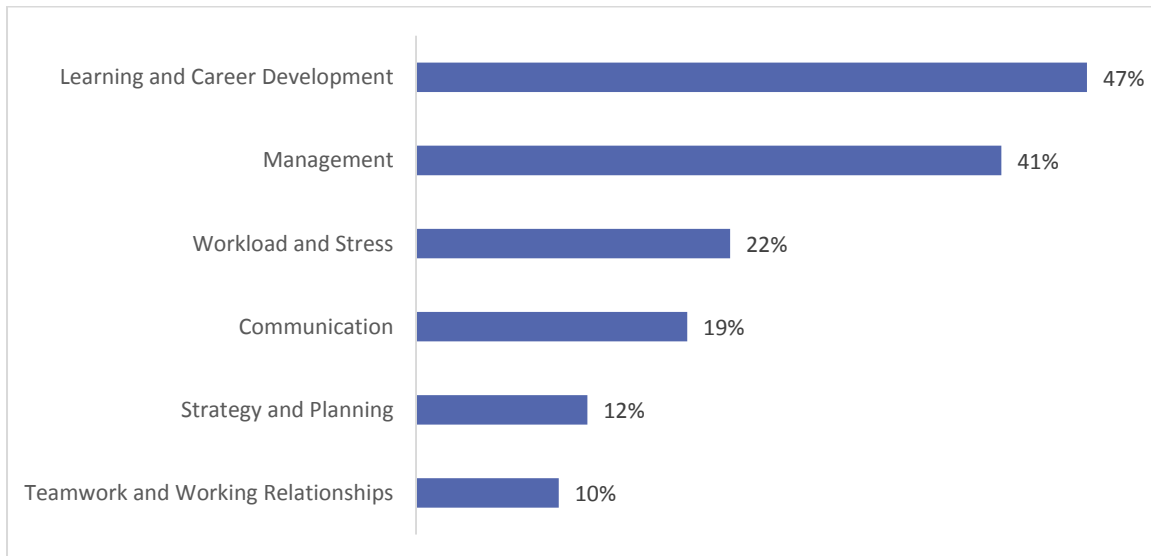
My line manager supports me in implementing my learning in the workplace.



- Staff that have been with the European Commission or Executive Agency for 16 or more years are less likely to be in agreement.
- Line managers are rated notably lower in this area in COLLEGE, 16 percentage points below the European Commission Overall.

4.3.18 Open comments concerning your current job

Staff are most likely to mention the themes of **Learning** and **Career Development** when commenting on their current job, highlighting that staff are keen to progress at the Commission.



Within the theme of **Learning and Career Development**, comments were grouped into those focusing on **training** and those focusing on **career development**. Comments about **training** often focused on workload negatively impacting on time to attend training. Comments about **career development** also often focused on workload negatively impacting on time for this aspect of the staff experience. In addition, the open comments show a perceived lack of career development opportunities. The selection of open comments shown below provides further insight into these themes:

“Due to very heavy workload, there is no time for training and formal learning, there is no long-term vision for learning and career development. All the focus is on delivering the daily priorities as fast and as well as possible on the side of the staff, and there is no investment back into the staff from the institution - in brief, we're treated like lemon - squeeze as much as you can and then replace if there is no more juice left. This is normal logic in the private sector where it is matched with rewards and motivation, but in the my current DG it is not.”

“Due to the workload, I can't have training activities.”

“Although we are encouraged to do so, we are understaffed, it's difficult to undertake training without increasing the workload for other colleagues, and myself after training.”

“I do not have any time to do training, it is completely demoralising.”

“Learning and development is not at all a priority in my current job...”

“I have never had the opportunity to discuss my career...with anyone.”

“I would appreciate if there was a clearer career plan for me...”

4.4 Your professional future

Key findings

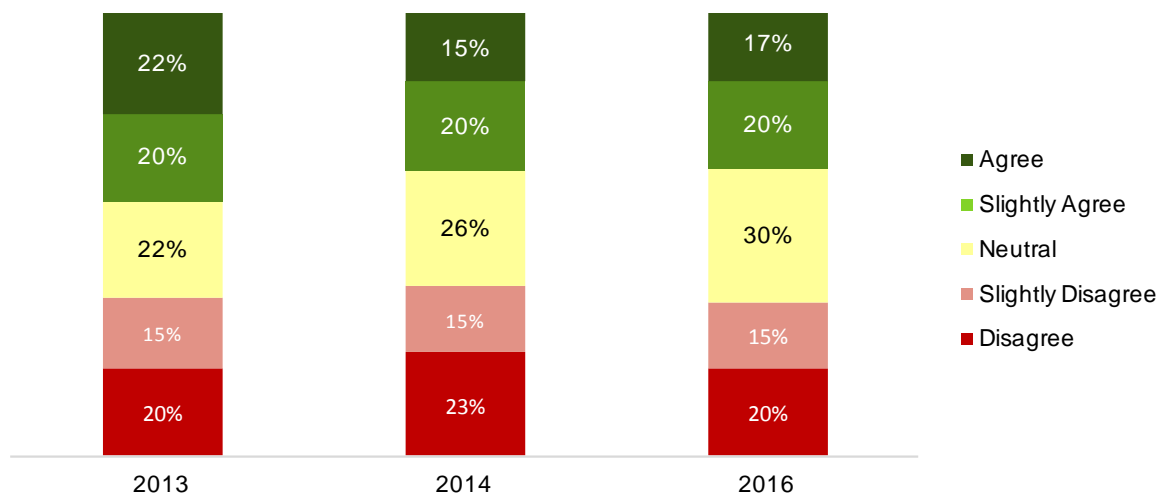
This is a very low scoring section, the majority of staff in the European Commission do not feel positive about their professional future. The largest year on year drop is included here: I feel able to manage my career choices and determine my own career path (-9 percentage points).

There are high levels of variance across demographic groups, all key points are included in the analysis for each question below.

4.4.1 General mobility is sufficiently encouraged within the Commission/Executive Agency

At 37% favourability, this is a low scoring question despite a slight increase in positivity since 2014. Levels of disagreement have returned to 2013 levels, at 35% unfavourable.

General mobility is sufficiently encouraged within the Commission/Executive Agency.

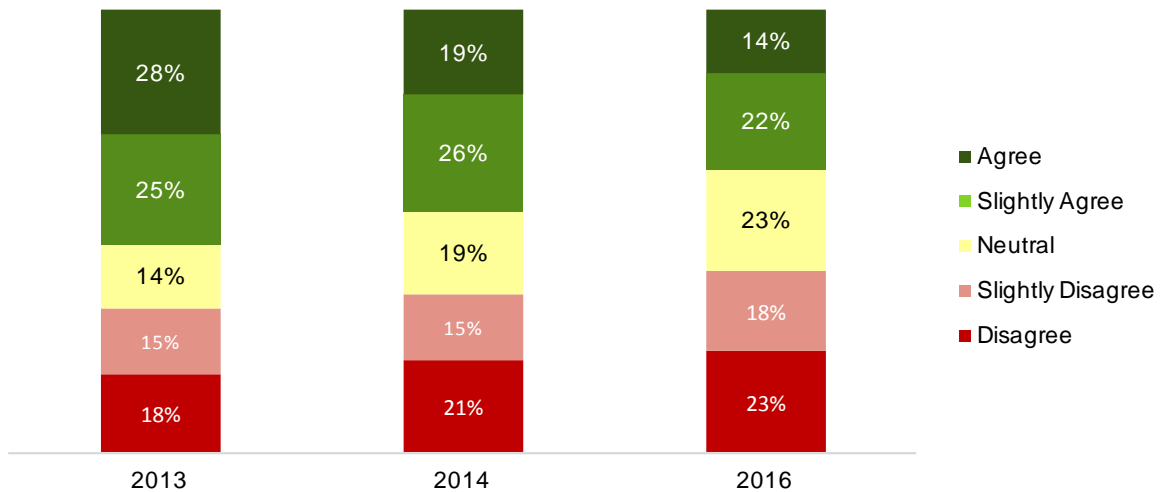


- Local staff and those in 'other' roles are the least positive, 15 and 10 percentage points below the European Commission Overall respectively.
- ADs are 6 percentage points above the European Commission Overall, but CA Function Group IV, CA Function Group I, II and II and Other are 12, 6 and 11 percentage points below respectively.
- Staff aged 60 and above are 8 percentage points more likely to agree.

4.4.2 I feel able to manage my career choices and determine my own career path

This is the largest single decline in positivity between 2014 and 2016, the % positive score having dropped 9 percentage points from 45% to 36%. That was preceded by a significant drop between 2013 and 2014 accompanied by gradual increases in unfavourable and neutral scores.

I feel able to manage my career choices and determine my own career path.

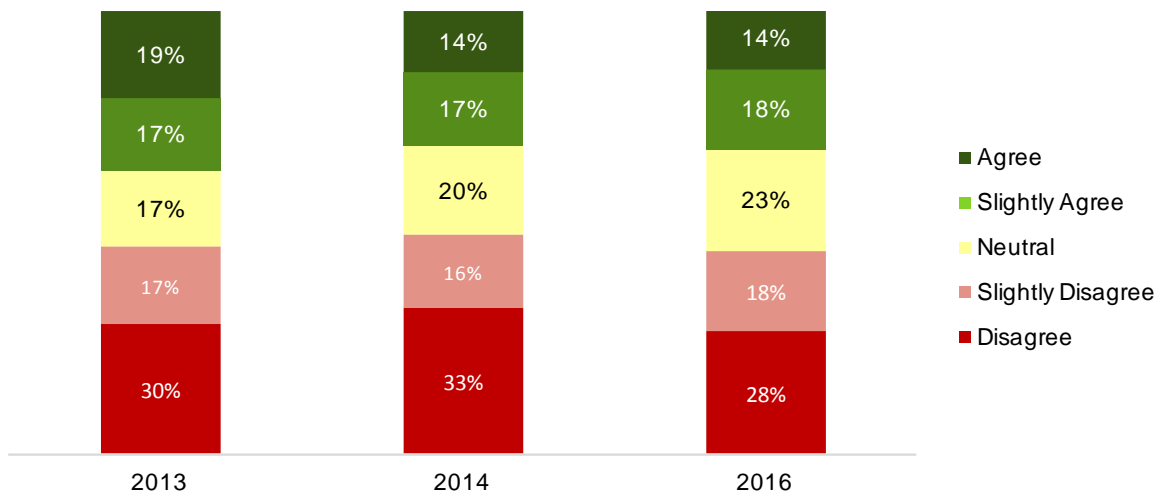


- Officials are most positive at +4 percentage points but all other staff types are below the European Commission average. Contract staff are the least positive at -9 percentage points.
- ADs and ASTs are 4 percentage points above the European Commission Overall, but CA Function Group IV, CA Function Group I, II and II and Other are 17, 3 and 6 percentage points below respectively.
- Staff aged 60 and above are 10 percentage points more likely to be in agreement, with those below 39 years of age less likely to be in agreement.
- Part-time staff are more likely perceive this favourably.

4.4.3 The relation between my performance at work and my career progression is satisfying

This question is one of the five lowest scoring in the 2016 survey, with only 32% agreeing. There has been a slight recovery since the dip in 2014, but agreement is not yet back in line with 2013 levels. On a more encouraging note, active disagreement is at its lowest since 2013, with 46% scoring unfavourably.

The relation between my performance at work and my career progression is satisfying.

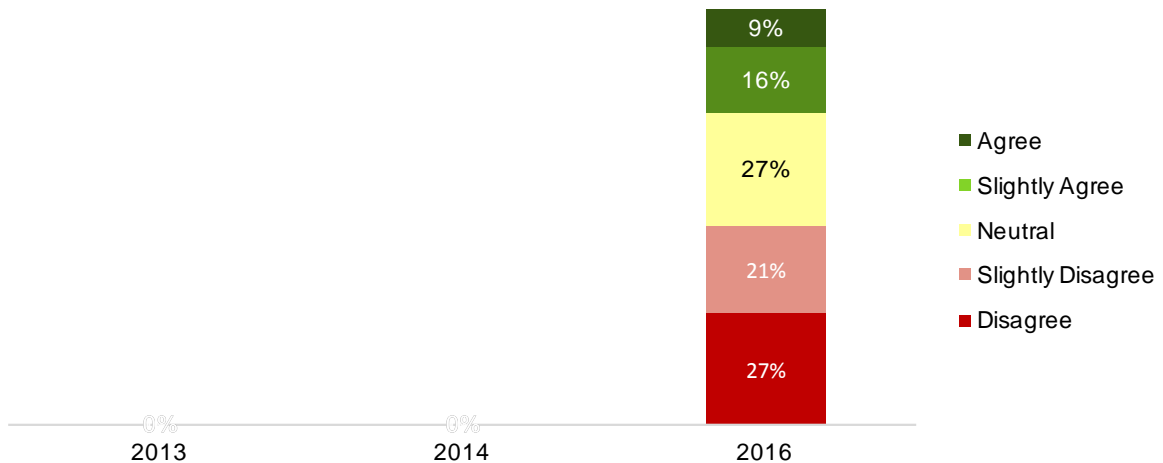


- Officials are most positive at +5 percentage points but all other staff types are below the European Commission average. Contract staff are least positive at -12 percentage points.
- ADs are 7 percentage points above the European Commission Overall but CA Function Group IV, CA Function Group I, II and II and Other are 15, 10 and 4 percentage points below respectively.
- Staff aged 60 and above are 9 percentage points more likely to agree.
- Part-time staff are likely perceive this favourably.

4.4.4 At the Commission/Executive Agency I have reasonable opportunities to move to another job which matches my skills and competencies

This question has the lowest level of agreement in the 2016 survey. Only a quarter of staff agree that they have reasonable opportunities to move to another job which matches their skills and competencies. This is a new question in 2016.

At the Commission/Executive Agency I have reasonable opportunities to move to another job which matches my skills and competencies.

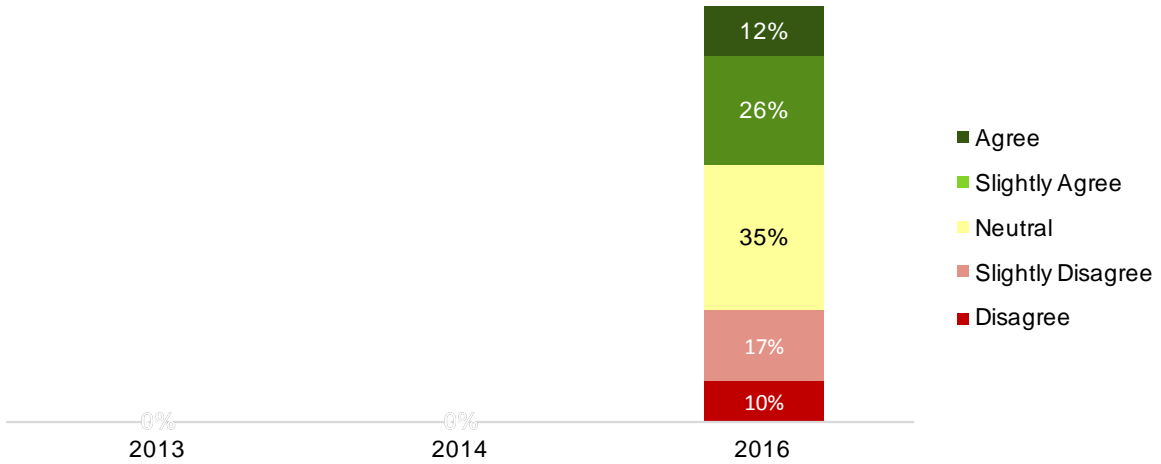


- Officials are most positive but all other staff types are below the European Commission average. Seconded National Experts are least positive at -9 percentage points.
- ADs are 7 percentage points above the European Commission Overall but ASTs, CA Function Group IV, CA Function Group I, II and II and Other are 2, 11, 6 and 7 percentage points below respectively.
- Men are 3 percentage points more likely to agree than women.
- SJ and CLIMA perform well, 20 and 19 percentage points ahead of the European Commission average respectively.

4.4.5 My impression is that most Commission/Executive Agency staff are reasonably or very suited to the job they do

35% of staff are neutral on this statement, suggesting a lack of awareness around how well other staff are suited to the job they do. 38% are in agreement and 27% disagree.

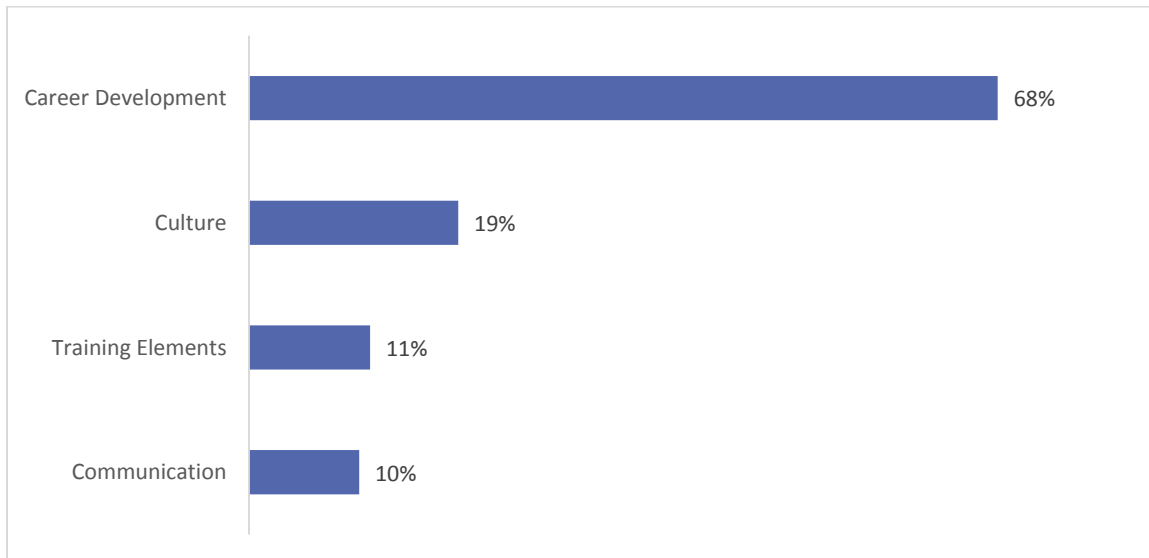
My impression is that most Commission/Executive Agency staff are reasonably or very suited to the job they do.



- Seconded National Experts are most positive at +11 percentage points. Contract and Local staff are least positive at 8 and 6 percentage points below the European Commission Overall.
- ADs are 9 percentage points above the European Commission Overall, but ASTs, CA Function Group IV, CA Function Group I, II and II and Other are 7, 6, 10 and 3 percentage points below respectively.
- Men are 7 percentage points more likely to agree than women.
- Youngest and oldest staff are the most positive.

4.4.6 Open comments concerning your professional future

Career Development is the most common area mentioned when staff comment on their professional future.



Within the theme of Career Development, comments are grouped around the following keywords: Career paths (317 comments), competence for the job (245 comments), inter agency mobility (144 comments), limited progression (567 comments), process (344 comments), promotion (560 comments), retention and recruitment (426 comments) and undesirable progression (150 comments). The selection of comments below provide insight into each of these areas:

During the last years it has become more difficult to move to another job as there are less vacancies although at the same time staff movement is encouraged within the Commission. Also when you have reached a 'certain' age it is quite clear that you are no longer of interest to be recruited, i.e. you are too old! Work experience is not appreciated. It is also quite clear that sometimes vacancies are published and staff are called to interviews although it has already been decided beforehand who should be recruited and staff prepares needlessly for the interview."

"As a contract agent working in Delegation I have no career perspective whatsoever. I am faced with the prospect of (excessive) 6-year postings in developing countries, at the end of which I can only rotate horizontally to do the same tasks in another country. There is no link whatsoever between performance and advancement with reclassification/ promotion seemingly based on 'wait your turn'. Moreover, professional development opportunities and currently non-existent and access to whatever minimal training is provided by the Commission is severely limited by reduced mission budgets."

"Due to the rigid promotion system, there is absolutely no link between merit, extra effort, over performance and quicker promotion - it depends on arbitrary factors. Thus, there is no other motivation than personal satisfaction to outperform and excel. There are no career coaching and guidance available, the management cares about the deliverables from its staff and not about developing them as professionals."

"There are no real opportunities in the Commission for the career progression of senior specialist experts who do not want to pursue a career in management in a Commission where the role of

managers is primarily seen as generalist process managers with little time or incentive to focus on the substantive content.”

“Contractual agents are often moved at short notice to another position without being able to influence this.”

“Many colleagues have excellent qualifications and skills, but these are not necessarily taken into account as they are moved from unit to unit, from service to service, according to the whims of the latest reorganisation.”

4.5 Middle Management in the Commission/Executive Agency

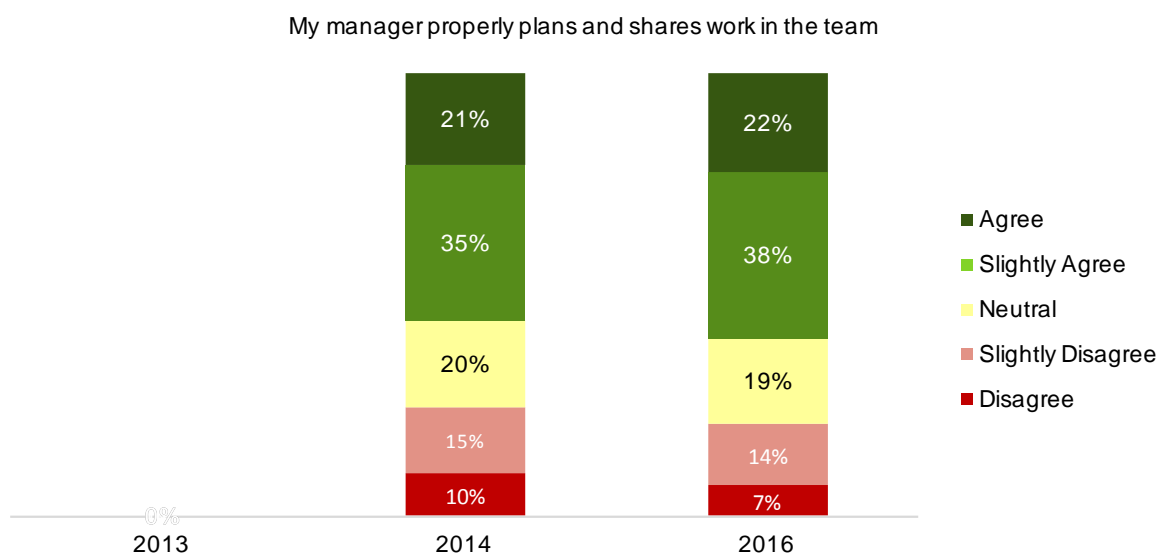
Key findings

Perceptions of Middle Management have remained largely stable since 2014, with only four questions out of thirteen changing by more than 1 percentage point. Positive scores are also relatively consistent, averaging around 60% positive. The key weakness is: My manager deals with poor performance in the team (37% positive).

The demographics follow the typical patterns with younger staff, staff with lower tenure and Middle and Senior Managers scoring more positively. The analysis below highlights key points of interest.

4.5.1 My manager properly plans and shares work in the team

Agreement has increased for this area since 2014, with 60% of staff favourable. Disagreement has also decreased, with uncertainty remaining stable.

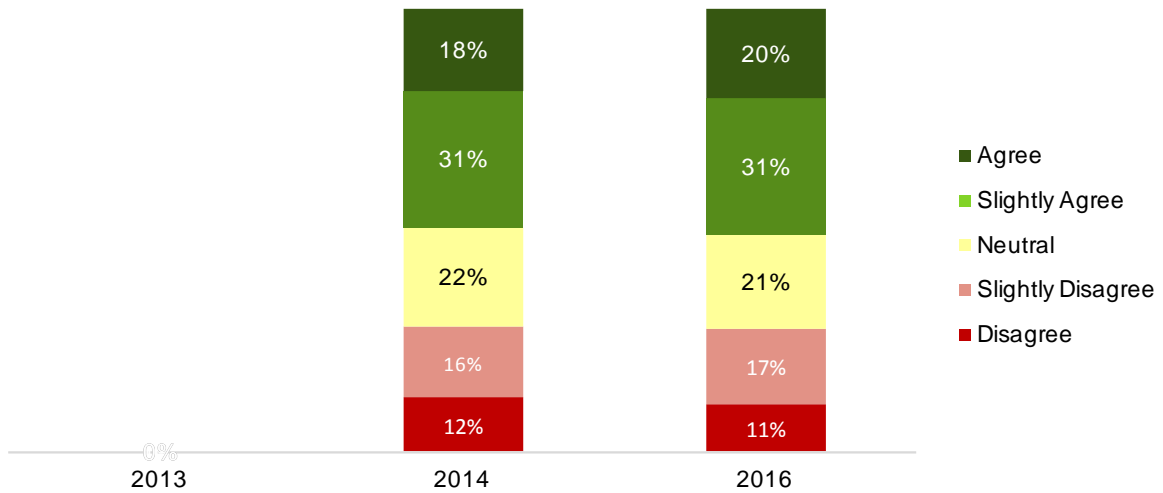


- Staff in 'other' roles are most positive about their manager properly planning and sharing work, 8 percentage points above the European Commission Overall.
- At 6 percentage points below the European Commission Overall, CA Function Group IV are least likely to agree.

4.5.2 My manager regularly reviews my progress and gives me clear feedback on my work

Just over half of staff agree their manager regularly reviews their progress and gives clear feedback on their work, a slight improvement since 2014.

My manager regularly reviews my progress and gives me clear feedback on my work.

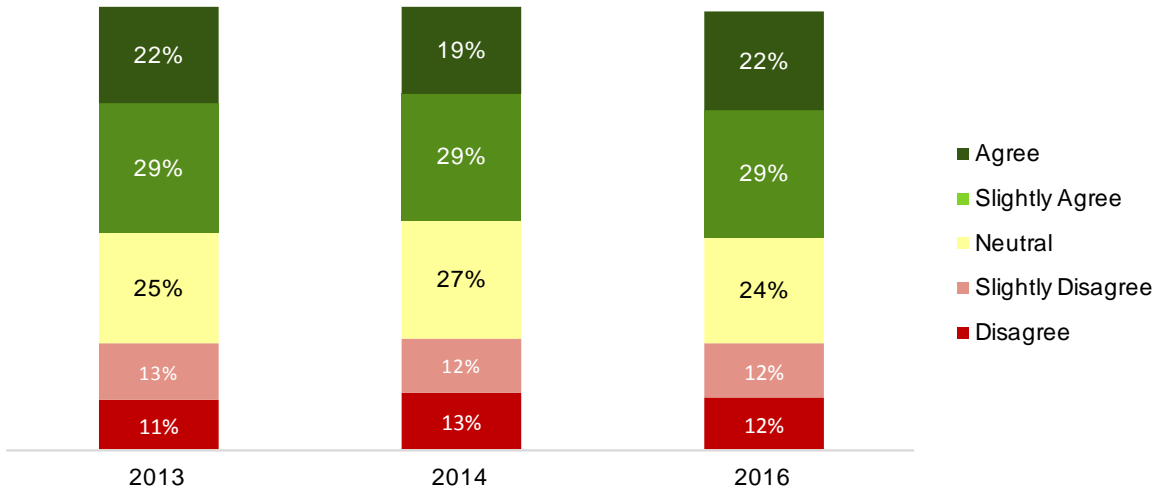


- At 4 percentage points below the European Commission Overall, CA Function Group IV are least likely to agree.
- SRD-MOVE/ENER, EPSC and INEA are the most positive services.

4.5.3 My manager motivates me to be more effective in my job

Agreement to this statement is at 51%, in line with 2013 and improving from 48% in 2014. **This is a key driver of engagement.**

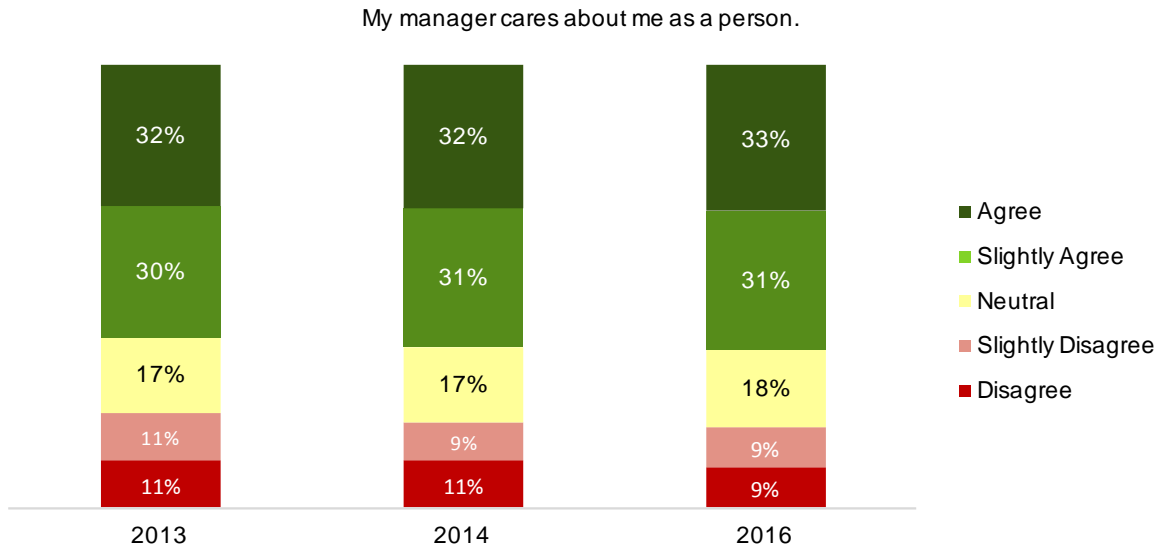
My manager motivates me to be more effective in my job.



- CA Function Group IV are least likely to be in agreement.
- EPSC is the most favourable by 34 percentage points.

4.5.4 My manager cares about me as a person

There has been a steady increase in levels of agreement since 2013 and an associated drop in disagreement. In 2016, 64% of staff agree their manager cares about them as a person.

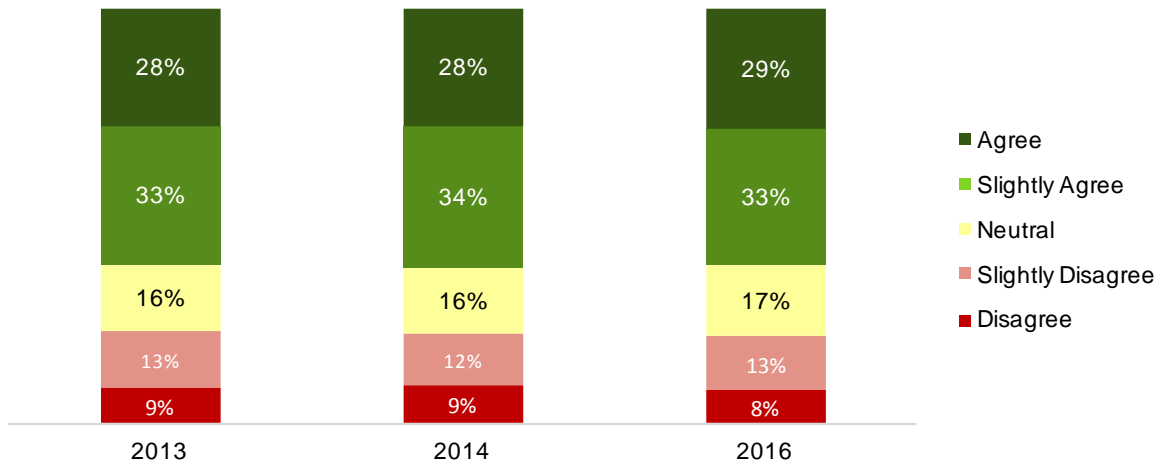


- Staff in 'other' roles are least positive about their manager caring about them as a person, 9 percentage points below the European Commission Overall.
- Younger staff are more likely to agree that their manager cares about them as a person (71% of staff aged up to 29 compared to 67% of staff aged 30-39, 63% of staff aged 40-49 and 60% of staff aged 50-59. Agreement then increases to 64% for staff aged 60 and above (but remains notably below the agreement level from staff aged up to 29).

4.5.5 My manager communicates effectively with me and keeps me informed in a timely and relevant manner

62% of staff are in agreement, and scores have remained largely stable since 2013. **This is a key driver of engagement.**

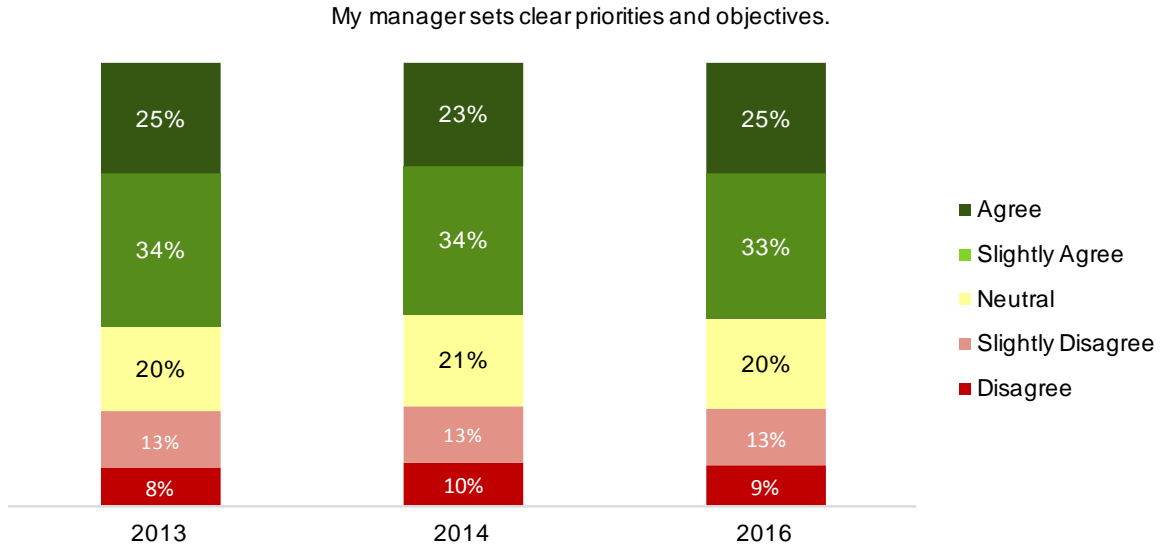
My manager communicates effectively with me and keeps me informed in a timely and relevant manner.



- No variations across demographic groups for this question.

4.5.6 My manager sets clear priorities and objectives

58% of staff are in agreement that their manager sets clear priorities and objectives. Again, scores have remained largely stable since 2013.

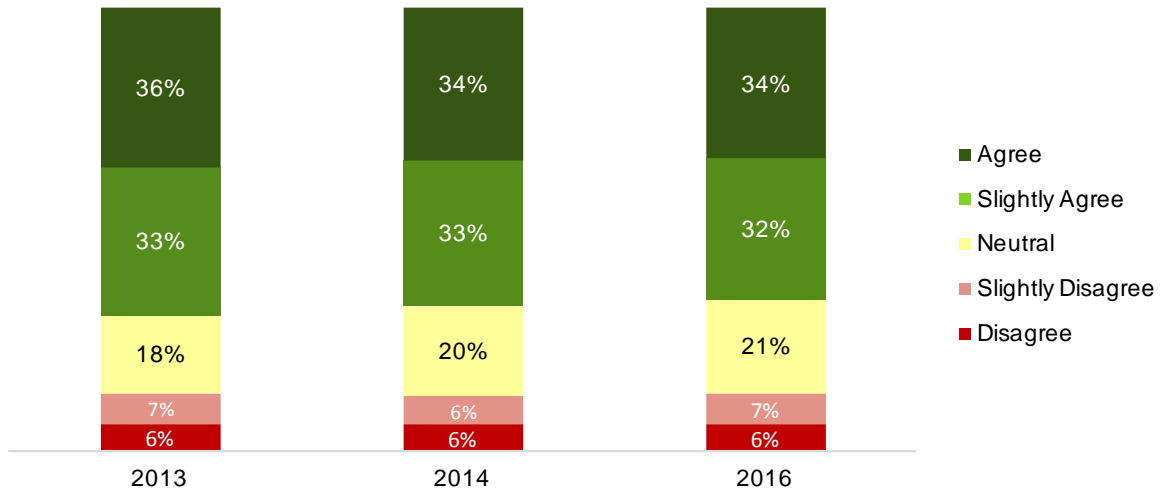


- At 5 percentage points below the European Commission Overall, CA Function Group IV are least likely to be in agreement.

4.5.7 My manager evaluates my performance fairly

There has been a gradual decrease in agreement since 2013, caused largely by a parallel increase in neutral scores with disagreement levels remaining stable. Two thirds of staff are in agreement that their performance is evaluated fairly by their manager. **This is a key driver of engagement.**

My manager evaluates my performance fairly.

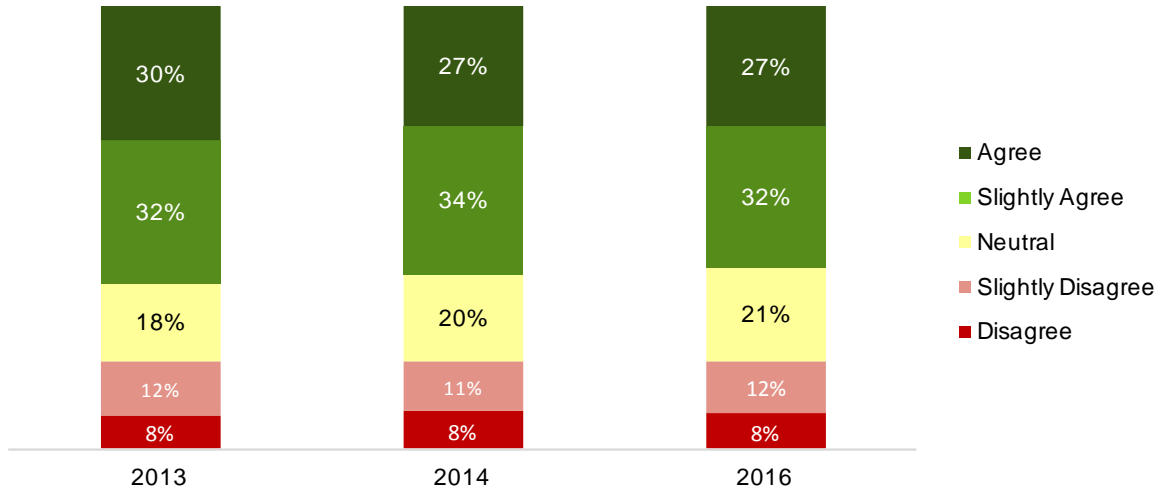


- Contract and Local staff are less likely to perceive this question favourably.

4.5.8 My manager delegates tasks and responsibilities effectively

With agreement at 59%, this question has gradually declined in favourability since 2013.

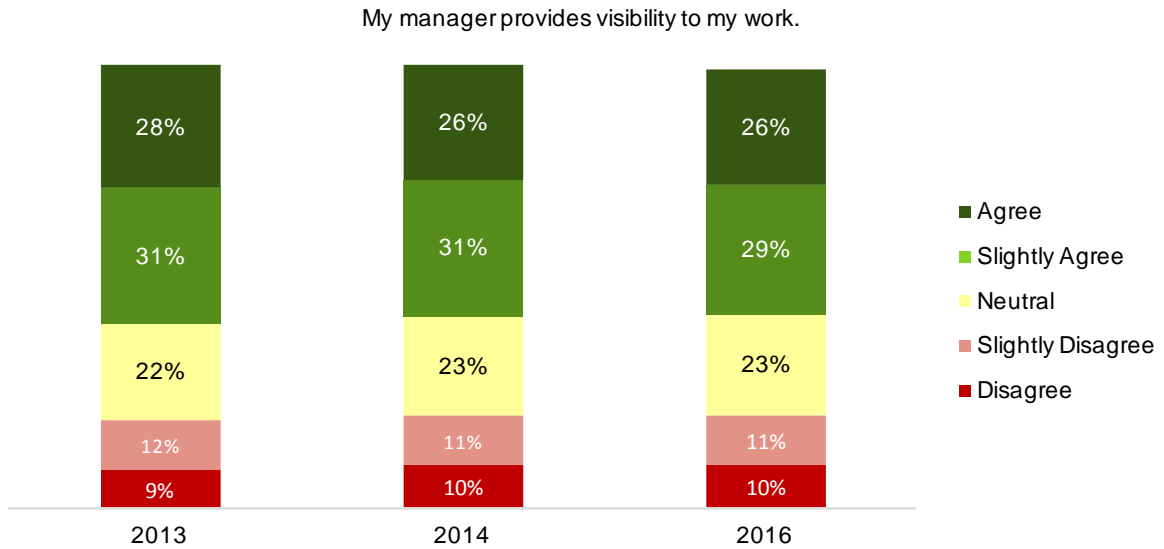
My manager delegates tasks and responsibilities effectively.



- Men are 3 percentage points more likely to agree than women.

4.5.9 My manager provides visibility to my work

Similarly to the previous measure, this question has gradually declined in favourability since 2013. Agreement is currently at 55%. **This is a key driver of engagement.**

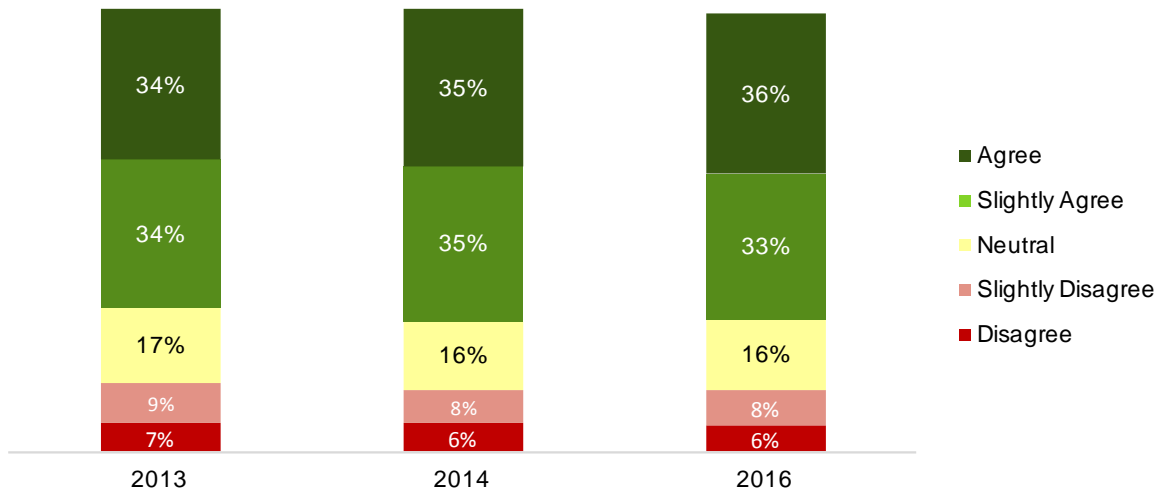


- Seconded National Experts are most positive.
- At 5 percentage points below the European Commission Overall, ASTs are least likely to be in agreement.
- Men are 3 percentage points more likely to agree than women.
- Those aged 50 and above are less likely to be in agreement.

4.5.10 My manager assists and supports me when required

A question that improved in favourability between 2013 and 2014. At 69% positive in 2016 it remains in line with 2014 favourability levels. **This is a key driver of engagement.**

My manager assists and supports me when required.

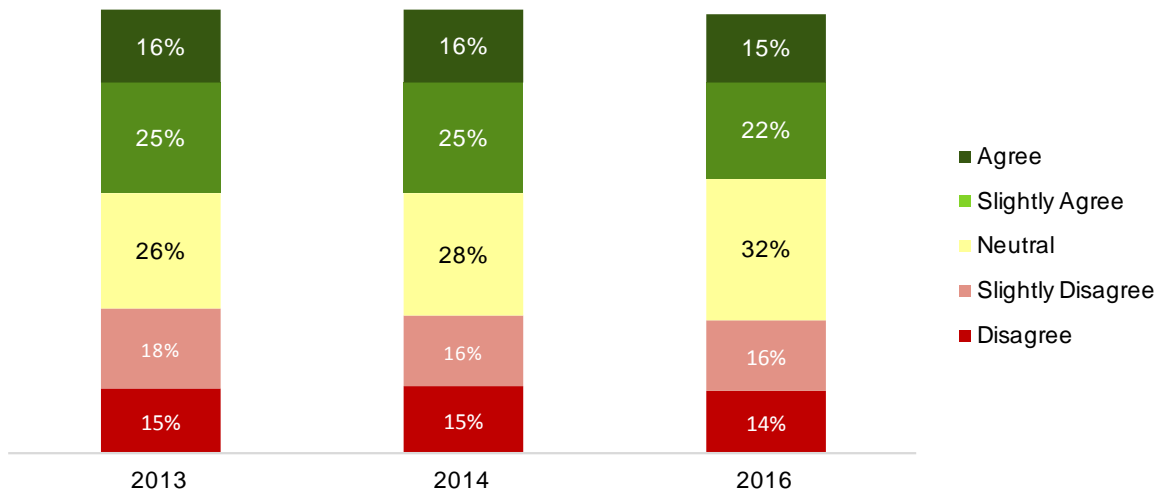


- No variations across demographics stood out as being noteworthy for this question.

4.5.11 My manager deals with poor performance in the team

With favourability at 37%, this area has experienced a decline in agreement from the stable 41% positive achieved in 2013 and 2014. This is largely due to an increase in the proportion of neutral scores.

My manager deals with poor performance in the team.

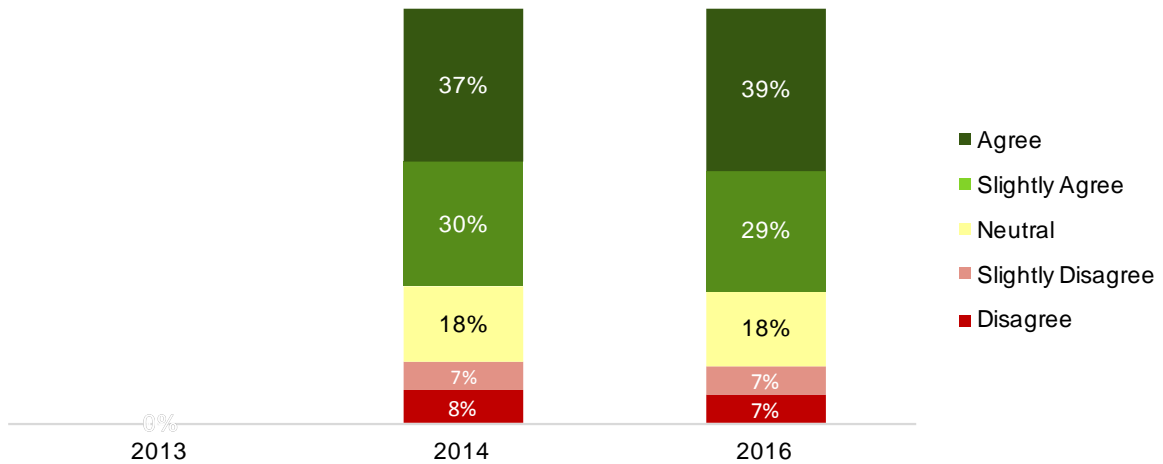


- Officials are less positive than the other groups, who all exceed the European Commission average.
- CA Function Group I, II and III and other staff are more likely to be in agreement.
- Men are 4 percentage points more likely to agree than women.

4.5.12 My manager is considerate of my life outside work and supports the use of flexible work arrangements (flexible hours, telework) subject to operational requirements

At 68% positive, perceptions of this statement have remained largely stable since the question was first asked in 2014. **This is a key driver of engagement.**

My manager is considerate of my life outside work and supports the use of flexible work arrangements (flexible hours, telework) subject to operational requirements.

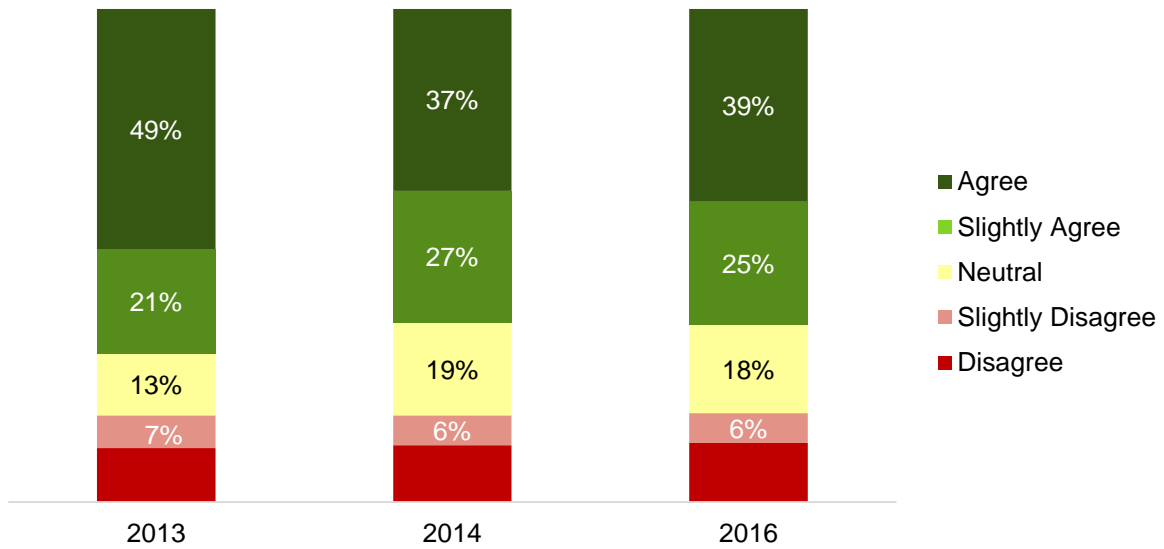


- Local and staff in ‘other’ roles are less positive than other groups.
- Unusually, there is little difference in perception between management levels.
- Those aged 50 and above are less likely to be in agreement.
- Part-time staff are 10 percentage points more likely to be positive.

4.5.13 I have recently received recognition or praise for good work

Levels of agreement reflect those achieved in 2014, at 64% positive. This follows a dip in favourability between 2013 and 2014.

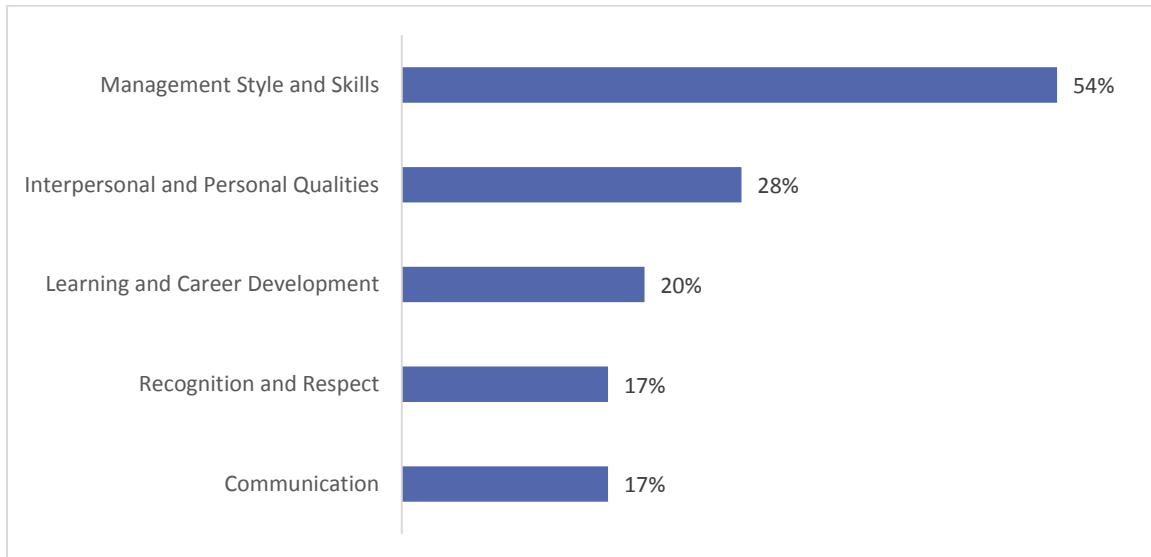
I have recently received recognition or praise for good work



- Local and Contract staff are less positive than other groups.
- ADs are the only staff group above the European Commission Overall.
- Those aged 50 and above are less likely to be in agreement.

4.5.14 Open comments concerning middle management in the Commission/Executive Agency

Management Style and Skills is the most frequently mentioned area by staff commenting on middle management. The open comments reveal varying perceptions of management style and skills, highlighting differences between managers and the need for focus in this area of the staff experience to ensure consistency in the skills across middle management.



Within the theme of Management Style and Skills, comments are grouped around the following keywords: competence (293 comments), decisive (101 comments), Delegate, micro management (106 comments), equality and fairness (148 comments), flexibility and innovation (233 comments), general leadership (119 comments), inspires and motivates (186 comments), leads by example (66 comments), performance management (283 comments), responsible and accountable (112 comments), supportive and encouraging (209 comments), visibility and access (55 comments). Each of these sub-themes include both positive and negative perceptions from staff, again highlighting variance between managers, and also providing insight into the management behaviours which are important to staff. The large number of sub-themes also shows the many ways in which managers have an impact upon the staff experience. The selection of open comments below provides further insight into these management behaviours:

‘My manager does not deal with poor performance at all, even if it is recognised. As a consequence, working relationships get worse among colleagues that are committed and those who perform less. It creates a very unhealthy work atmosphere.’

“Positive feedback from line management appears to be discouraged within the EC. The only time there is any feedback is during the annual appraisal exercise. So the ethos of the EC towards management appears to be say as little as possible, don't praise the hard workers and don't do anything about lazy staff (just ignore them and get the hard workers to fill the gaps).”

‘I have an excellent manager and am lucky to have her support...’

“Middle managers are often squeezed between their staff's needs, positions/opinions and the senior management's ones. It is not always possible to reconcile the two and the higher (political) level

prevails with sometimes questionable outcomes. Bureaucracy and lack of real (!) tools to address poor performance and motivate staff in an effective way contribute to make the situation even more complicated.”

“During the last reorganisation the communication between middle management and individuals affected was not taking place. Nobody from middle management asked me or talked to me about what I would like to do in the new organisation and how the reorganisation would affect us. They also did not share their plans, where they planned to assign us. When my new head of unit communicated to me that I was moved in a new unit with new work content, it came as an absolute surprise to me.”

“In terms of motivation, recognition, communication and interest in colleagues my managers are not the best ones. They are quite hierarchical too...”

“My manager is excellent, as was my previous manager. Both take a person-centred approach, which is very motivating.”

4.6 Senior Management

Key findings

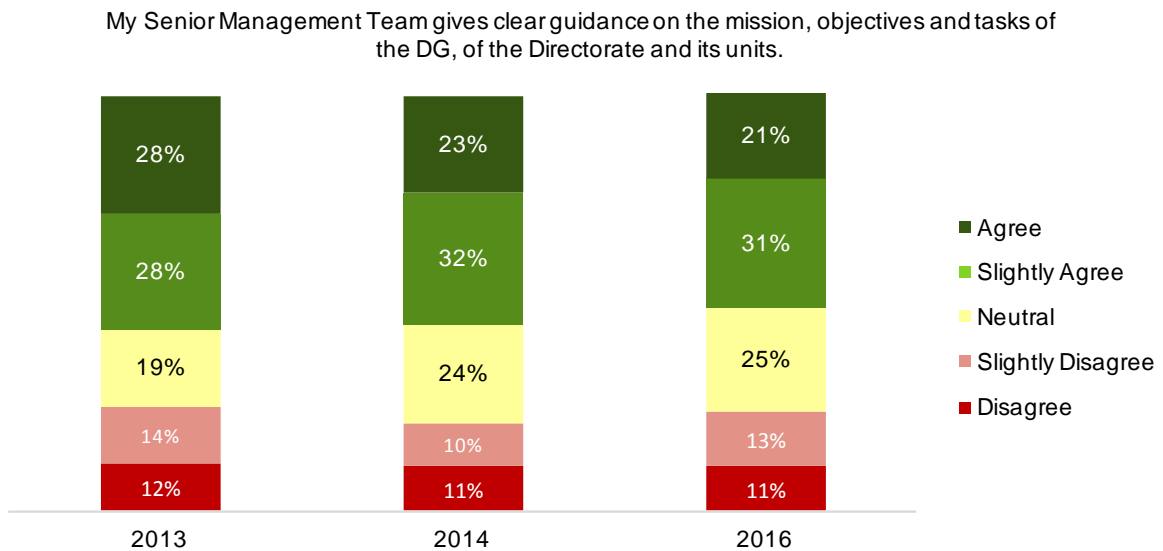
Looking back to previous years, perceptions of Senior Management vary. Most questions improved between 2013 and 2014. But higher 2014 scores have not been maintained in 2016, with many scores returning to 2013 levels. All of the questions have declined by 2 percentage points or more, with the largest decline being: My Senior Management Team encourages innovation and challenges to the way that things are done (-5% percentage points).

The scores themselves are also low, with only one question having the agreement of the majority of staff: My Senior Management Team gives clear guidance on the mission, objectives and tasks of the DG, of the Directorate and its units (52% positive).

Temporary staff, Seconded National Experts, ADs, CA Function Group I, II and III, younger staff, staff with lower tenure and Middle and Senior Managers scoring more positively than other groups. Any other points are highlighted in the analysis below.

4.6.1 My Senior Management Team gives clear guidance on the mission, objectives and tasks of the DG, of the Directorate and its units

Perceptions have decreased in positivity since 2013, with current agreement at 52%.

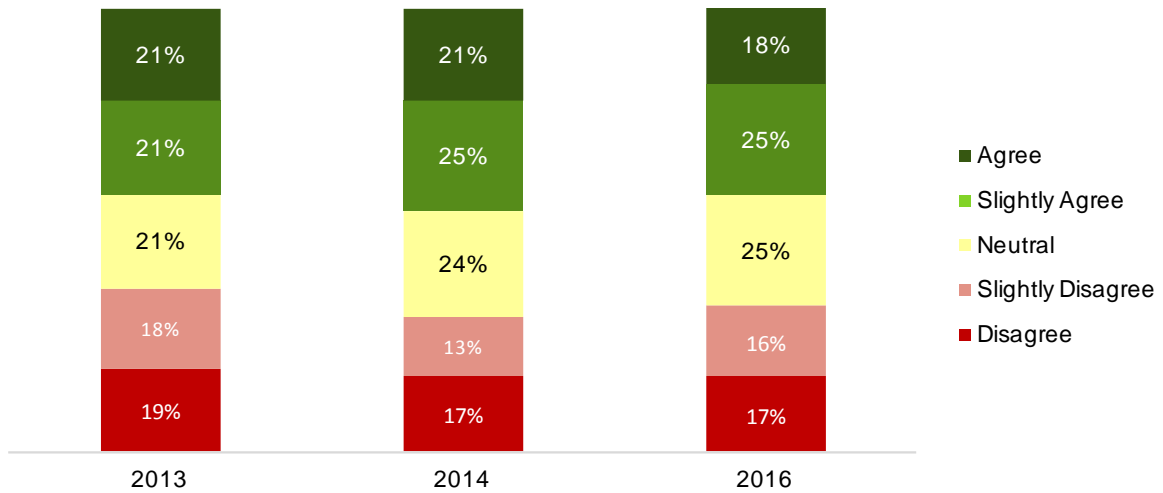


- Temporary staff and Seconded National Experts are most positive, 12 and 9 percentage point above average respectively.
- ADs, CA Function Group I, II and III and Other staff all report above average positivity.

4.6.2 My Senior Management Team demonstrate that listening to staff is important

Across the Senior Management questions, there was an increase in positivity between 2013 and 2014. However with agreement at 43%, this area has not maintained 2014's increased score.

My Senior Management Team demonstrate that listening to staff is important.

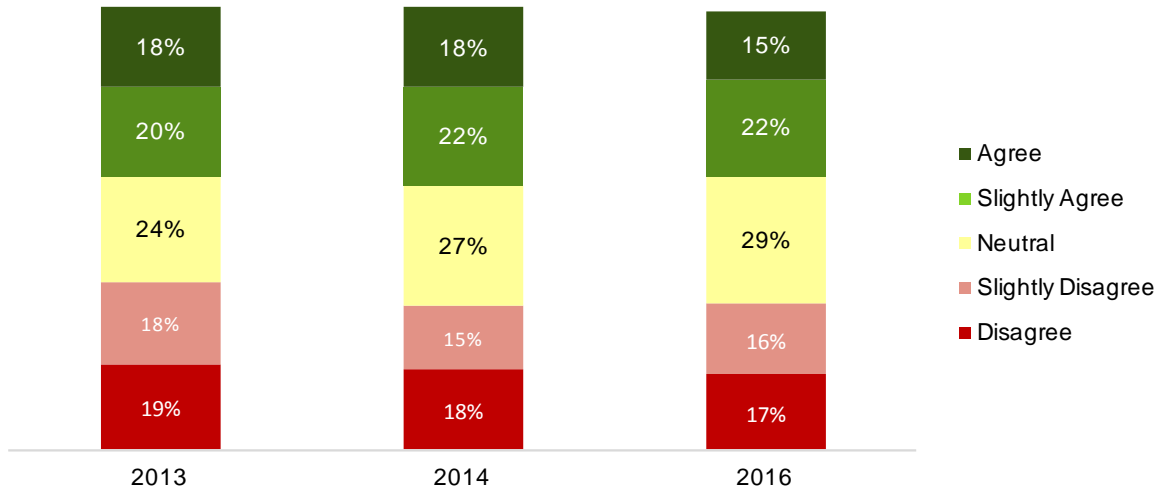


- Temporary staff, Seconded National Experts and staff in 'other' roles are most positive, 11, 12 and 9 percentage point above average respectively.
- ADs, CA Function Group I, II and III and Other staff all report above average positivity.

4.6.3 My Senior Management Team practises "two-way" communication

At 37%, this is the lowest scoring question in the Senior Management section. Current levels of agreement are below those in 2013 or 2014.

My Senior Management Team practises "two-way" communication.

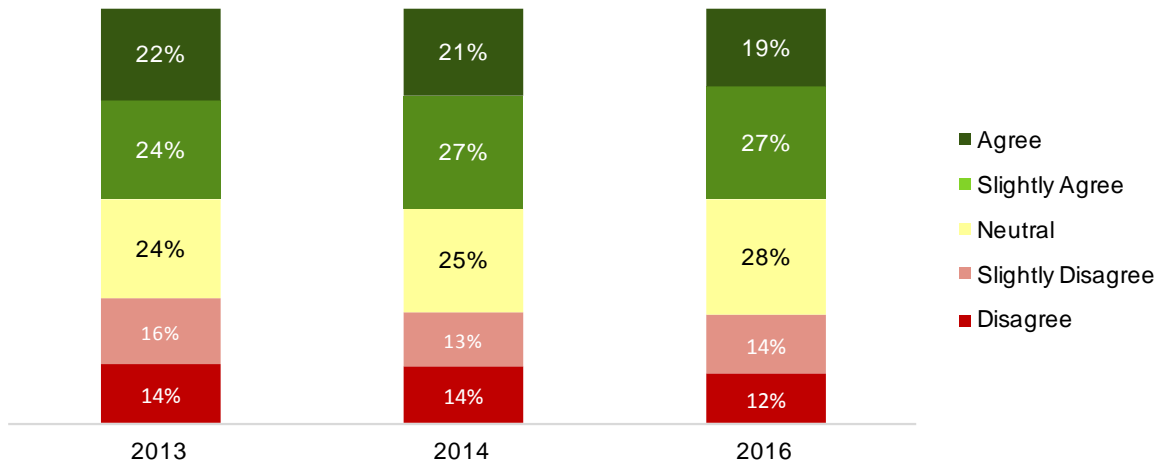


- Temporary staff, Seconded National Experts, Local Staff and staff in 'other' roles all report above average positivity.

4.6.3 My Senior Management Team takes a visible leadership role in communicating via different means with staff

At 46% positive, agreement has fallen back to 2013 levels, from the 48% positive achieved in 2014. The proportion of neutral has steadily increased since 2013.

My Senior Management Team takes a visible leadership role in communicating via different means with staff.

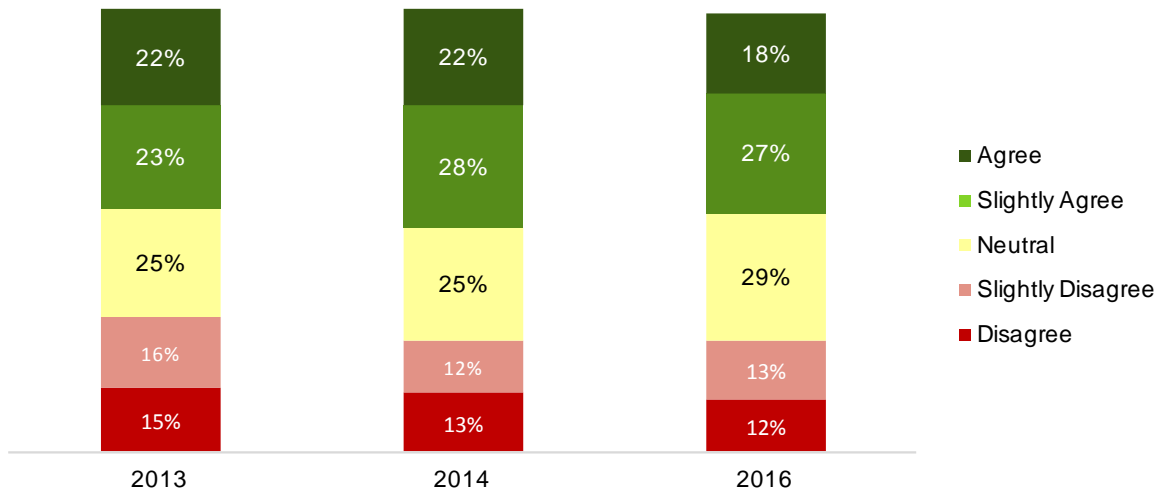


- Temporary staff, Seconded National Experts and staff in 'other' roles all report above average positivity.
- ADs, CA Function Group I, II and III and Other staff are most positive.

4.6.4 My Senior Management Team encourages collaboration and involvement with staff

This statement shows similar trends to the previous area. There was an increase in agreement in-between 2013 and 2014 to 50% positive but in 2016 returning to 45% positive.

My Senior Management Team encourages collaboration and involvement with staff.

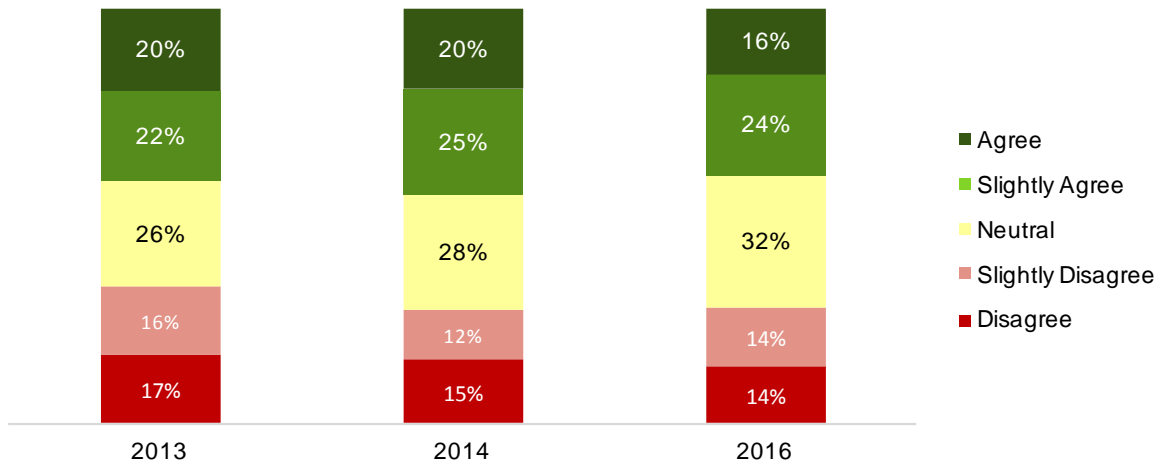


- Temporary staff, Seconded National Experts and staff in 'other' roles are the most positive.
- ADs, CA Function Group I, II and III and Other staff all report above average positivity.

4.6.5 My Senior Management Team encourages innovation and challenges to the way that things are done

At 40% positive, this area has the lowest levels of agreement seen since 2013. This is accompanied by a steady increase in the proportion of neutral scores.

My Senior Management Team encourages innovation and challenges to the way that things are done.

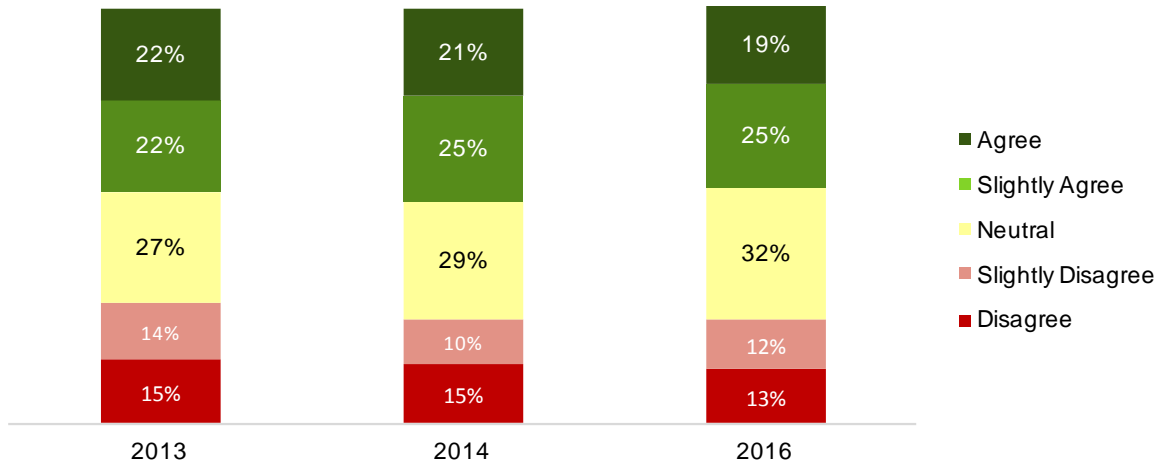


- Temporary staff, Seconded National Experts and Other staff all report above average positivity.
- CA Function Group I, II and III has slightly higher levels of agreement.

4.6.6 My Senior Management Team is committed to promoting a fair, flexible and respectful workplace

Again, levels of agreement fall back to 2013 levels after an uplift in 2014. Agreement is currently at 44% with the proportion of neutral scores increasing.

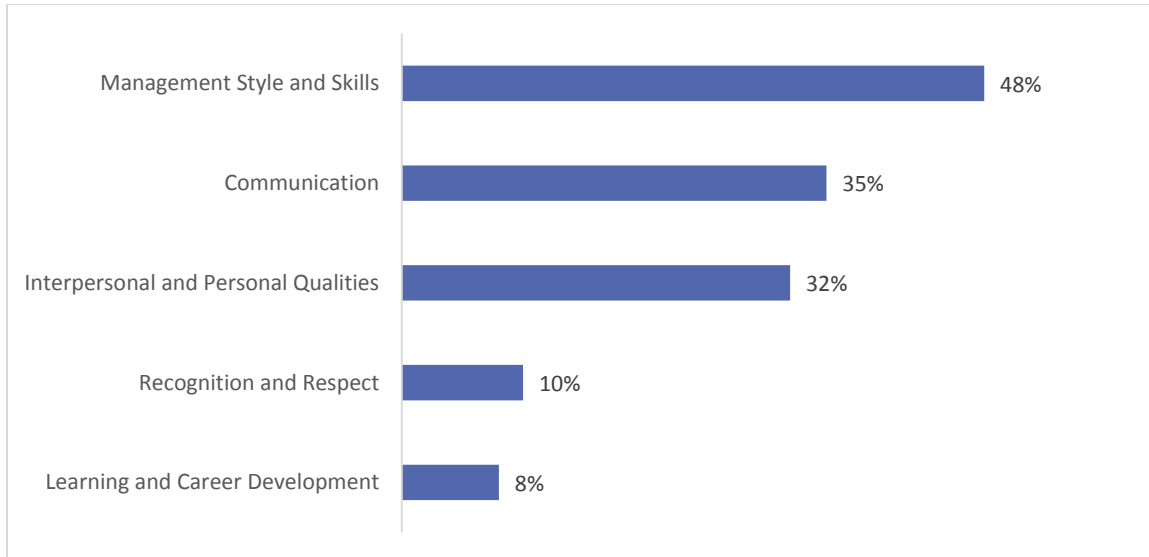
My Senior Management Team is committed to promoting a fair, flexible and respectful workplace.



- Men are 3 percentage points more likely to agree than women.
- Temporary staff, Seconded National Experts and Other staff are most positive, at 11, 13 and 7 percentage point above average respectively.
- ASTs are least likely to agree.

4.6.7 Open comments concerning senior management in the Commission/Executive Agency

Similarly to middle management comments, **Management Style** and **Skills** is the most frequently mentioned area by staff commenting on senior management.



Within the theme of **Management Style and Skills**, the comments are grouped around the following keywords: Competence (171 comments), Decisive (191 comments), Equality and Fairness (127 comments), Flexibility and innovation (324 comments), General leadership (106 comments), Inspires and motivates (97 comments), leads by example (69 comments), Responsible and accountable (70 comments), Supportive and encouraging (150 comments), visibility and access (154 comments). The selection of open comments shown below provides further insight into current perceptions of senior management:

“New challenges are set, innovative procedures are announced, meetings with staff are organised, but the only thing that is expected from staff is that we should be more flexible, work harder and longer, accept everything that management comes up with. In fact these changes are not made to improve our working environment but to undermine us as individual beings. We are seen as ‘items’, must work as ‘efficiency gain instruments’, everything is talked about as numbers, statistics, quantity and quality gains. The motto is ‘more with less’.”

“Senior management is hardly visible among lower level staff, does very little to explain its decisions and there is hardly any opportunity of giving one’s feedback on them.”

“Senior management is very conservative, discusses internally and decides and then pretends to consult staff when the decision is already made. They are not transparent enough. They seek ideas from staff but never really give feedback. Frankly, I am quite disappointed in the lack of ambition, lack of leadership, lack of inspiration that comes from our senior management.”

“The senior management should focus more on real goals of the Directorate instead of production of useless notes and reports for the hierarchy. Our unit is constantly being asked to be creative and proactive but at the end all communication initiatives are not taken in consideration.”

“Senior management is most of the year invisible and distant to staff working in Delegations.”

“Senior management should think more about how it can effectively motivate its staff and enable them to deliver what senior management wants...”

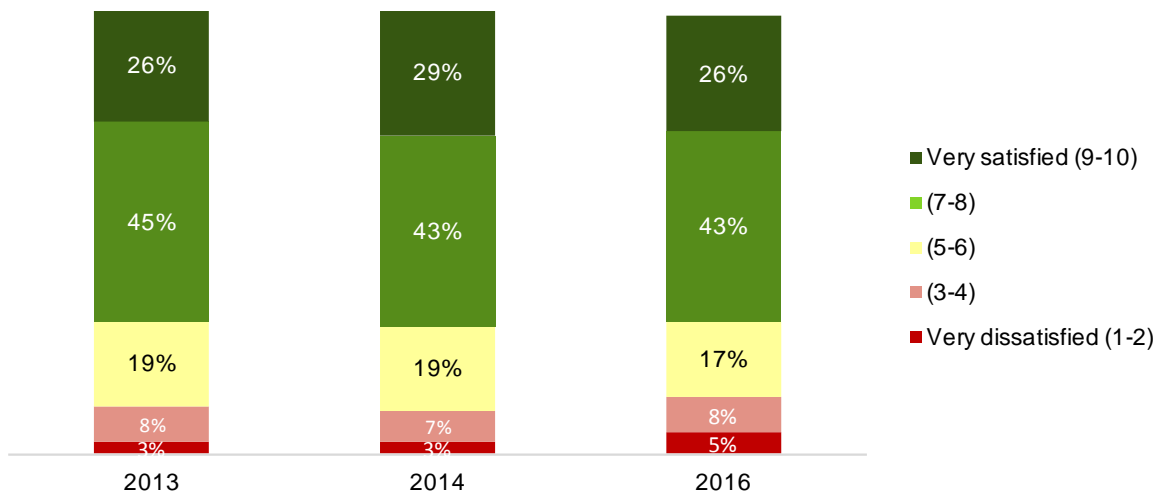
4.7 Overall Assessment

4.7.1 How satisfied are you, all in all, with being employed in the Commission/Executive Agency?

At 69%, overall satisfaction (scores between 7 and 10) has fallen 2 percentage points since 2013 and 3 percentage points since 2014.

Since 2014, the proportion of staff that are very satisfied (scores of 9 or 10) has fallen by 3 percentage points, with a parallel increase in scores between 1 and 4, at the very dissatisfied end of the scale.

How satisfied are you, all in all, with being employed in the Commission/Executive Agency?



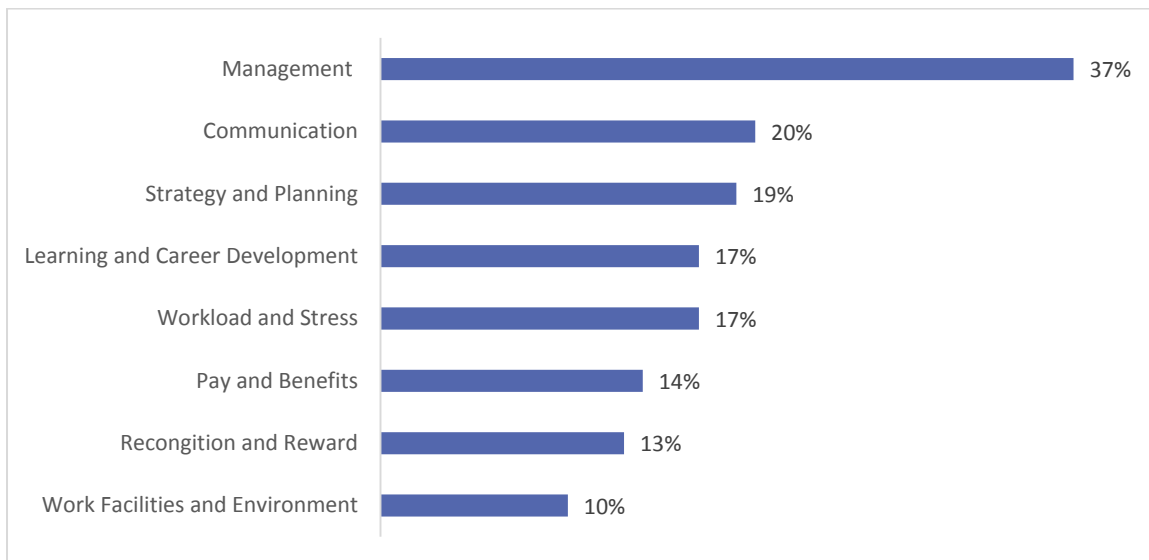
- Temporary staff and Seconded National Experts are the most satisfied and Local staff are the least satisfied.
- CA Function Group IV are the least positive function, scoring 7 percentage points below average.
- Senior Management are 14 percentage points above average and Middle Management are 9 points above.
- Women are 3 percentage points more satisfied than men.
- Staff aged up to 29 are 11 percentage points more satisfied than the European Commission overall.

4.7.2 I believe that action will be taken on the results of this survey

49% agree that they believe action will be taken on the results of this survey, with 51% disagreeing. It is noteworthy that the total base size for this question was approximately 5000 below the average numbers for response with around a quarter of respondents declining to answer the question.

4.7.3 Open comments in relation to your overall assessment

Comments most frequently relate to **Management** or **Communication**, emphasising the importance of these two aspects on the staff experience.



The selection of comments shown below provide further insight into the overall perceptions of the staff experience:

“I do believe in the merits of the EU and working for the EC. However more and more I feel that my actual work is not helping anybody. Where is the reflection after BREXIT? How are we better communicating that our work is beneficial? How do we better ensure that our work is actually beneficial?”

“The Commission is a very hierarchical organisation with a big divide between management and staff.”

“The Commission remains an intellectually stimulating place to work...”

“I’m sceptical given that previous exercises had no real impact. At best cosmetic changes. In some cases staff were even ‘blamed’ for not understanding / collaborating with the ‘ambitious vision’ of the senior management. Real issues - workload, career prospects, working conditions have not evolved positively. Also, concern with the real adherence of the Commission to an ethos of a public service safeguarding public interest and independence from the interests / agenda of dominant Member States.”

“Action will be taken and policies put in place. However, follow up and neutral monitoring is lacking.”

“The Commission as a whole needs to modernise much faster and invest much more in managing knowledge and fostering and keeping talent ...We should aim to become world class...”

“There needs to be greater internal control on the quality of management skills of the Middle Management team. There is too much variation among Managers in terms of the quality of their work. There need to be some sort of anonymous assessment of Middle Management by their direct line staff, not to punish poor performance but to identify areas for additional training.”

“The Commission is functioning in one of the most extreme top-down way, with no attention whatsoever given to the staff on the ground or actually managing operations. As a consequence the Commission is incapable of learning from experience and improving what is not working, because the opinion of those in contact with reality is of no value at all to the hierarchy.”

Appendix 1: Quality accreditation

This project was conducted in compliance with ISO 20252.

- Target group: All staff within the Commission and its six Executive Agencies
- Survey languages: English, French and German
- Fieldwork dates: 16th June – 29th July 2016
- Sampling method: Census
- Response rate/participation rate: 51%
- Weighting procedures: None
- Any results based on sub-groups: None

About ORC International

ORC International is a leading UK market research agency that combines the expertise of research and IT specialists. Established in 1938, the company conducts unrivalled independent research and data handling in the private and public sectors, with consumers, service users, employers and senior executives. Sectors covered include finance, leisure, business, education and government. ORC International's research reports and research technology provide clients with robust evidence and insights on which business decisions can be made.

ORC International has its UK headquarters in London and a second office in Manchester, together with offices in the USA, Australia, Singapore and Shanghai.

ORC International designs, collects and analyses research data for many of the UK's top companies and public sector organisations. The company provides quantitative and qualitative research solutions - for example online, telephone and postal surveys, focus groups and in-depth interviewing.

Appendix 2: Understanding this report

Attitudinal questions

Most attitudinal questions in the survey were asked on a five point scale from "agree" to "disagree" with "neutral" representing the middle point. The questions were phrased positively, whereby agreement represents a response that is favourable for the organisation. Results are reported as "percentage positive" scores. As all questions in the survey were positively phrased this indicates the percentage of respondents who selected an "slightly agree/agree" response. The "percentage negative" scores represent the percentage of respondents who selected a "slightly disagree/disagree" response. The "neutral" responses equate to a neutral opinion.

For questions asked on a five point scale from "very satisfied" to "very dissatisfied", the "percentage positive" scores represent the percentage of respondents who selected a "satisfied/very satisfied" response. The "percentage negative" scores represent the percentage of respondents who selected a "dissatisfied/very dissatisfied" response. The "neutral" responses equate to a neutral opinion.

For questions asked on a five point scale from "to a great extent" to "not at all", the "percentage positive" scores represent the percentage of respondents who selected a "to a good extent/to a great extent" response. The "percentage negative" scores represent the percentage of respondents who selected a "to a minor extent/not at all" response. The "neutral" responses equate to a neutral opinion.

The question measuring overall satisfaction is asked on a ten point scale from "very dissatisfied" to "very satisfied." The "percentage positive" scores represent the percentage of respondents who selected a response of "7-10". The "percentage negative" scores represent the percentage of respondents who selected a response of "1-4". Responses "5-6" equate to a neutral opinion.

Rounding

It should be noted that in some cases when numbers are rounded to the nearest whole number, the total percentages may not always add up to 100%, but rather 101% or 99%.

Benchmark comparisons

Further context is provided by comparing the survey results to external benchmark norms, as held within ORC International's benchmarking database, *Perspectives*. ORC's *Perspectives* database holds survey data from over 350 organisations, representing the views of 1.4 million employees, all of whom have been surveyed in the past 24 months.

Throughout this report, the European Commission's results are compared to a customised benchmark group from ORC International's benchmarking database. Details of the organisation included in the customised benchmark group are listed here:

| Organisation | Date of Survey | Country | Respondents |
|---------------------------------------|----------------|----------------|-------------|
| European Training Foundation | 01/03/2012 | United Kingdom | 120 |
| European Food Safety Authority (EFSA) | 01/02/2012 | Italy | 335 |
| Capgemini | 01/09/2014 | France | 103338 |
| British Airways | 01/11/2014 | United Kingdom | 21928 |
| Royal Mail Group | 01/03/2015 | United Kingdom | 124573 |

| | | | |
|--|------------|----------------|--------|
| Department for Work and Pensions (DWP) | 01/10/2015 | United Kingdom | 61019 |
| HM Revenue & Customs | 01/10/2015 | United Kingdom | 42458 |
| Ministry Of Defence (MOD) | 01/10/2015 | United Kingdom | 22162 |
| National Health Service (NHS) | 01/10/2014 | United Kingdom | 249552 |
| European Aviation Safety Agency | 29/03/2016 | Germany | 531 |
| World Bank Group | 01/05/2016 | USA | 15473 |
| New South Wales: Public Service Commission | 01/06/2016 | Australia | 127191 |
| Australian Public Service: Department of Human Services | 01/06/2016 | Australia | 27278 |
| Australian Public Service (Overall) | 01/06/2016 | Australia | 96771 |
| European Space Agency | 01/07/2016 | France | 1995 |
| European Commission | 01/08/2016 | Belgium | 20686 |

It should be noted that for some surveys (e.g. Capgemini, World Bank and British Airways), the country named is just the nominal 'main' country of the organisation/survey, and the survey in reality will cover many countries.

The benchmarks provided refer to the median score across all the organisations.

Open comments questions

Responses to the open comments question were proof read and themed according to their content.

Demographics

Where useful and relevant, key demographic differences have been included in this report to provide further insight into the results. The number of responses upon which the data is based is important, particularly when looking at comparisons between demographic groups.

It should be noted that:

- Data based on a small number of responses should be treated with caution as each individual's response has a large impact on the group score.
- Data based on less than ten respondents are not reported both for reasons of statistical reliability and to protect respondent anonymity.

Percentage points difference

The term "percentage point" is used to get around an ambiguity in English when we are comparing two different percentages. The problem is that "percent" implicitly refers to a relative change (a fraction of an original amount) rather than an absolute change (a specified amount).

Generally speaking, percentage points should be used to measure the difference between two percentages, since it gives a clearer view of the difference than when percentages are used (for example, the percentage point difference between 50% and 70% is 20 percentage points).

Appendix 3: Methodology

Methodology

The questionnaire was designed by the European Commission and the online survey was set up and hosted by the European Commission. Following the fieldwork period, the survey data was provided to ORC International for analysis for this report and other reporting outputs, including a benchmarking report and an online data tool.

This project was conducted in compliance with ISO 20252. Further information on the standard and associated processes can be provided by ORC International upon request.

Key Driver Analysis

Key driver analysis uses regression techniques to identify relationships between attitudinal questions in the questionnaire and the levels of engagement. Staff engagement is measured within the European Commission by the following seven questions:

- I have the appropriate and timely information to do my work well¹⁰
- My colleagues are committed to doing quality work
- I have a clear understanding of what is expected from me at work
- I have recently received recognition or praise for good work
- I feel that my opinion is valued
- My manager seems to care about me as a person
- My line manager helps me to identify my training and development needs

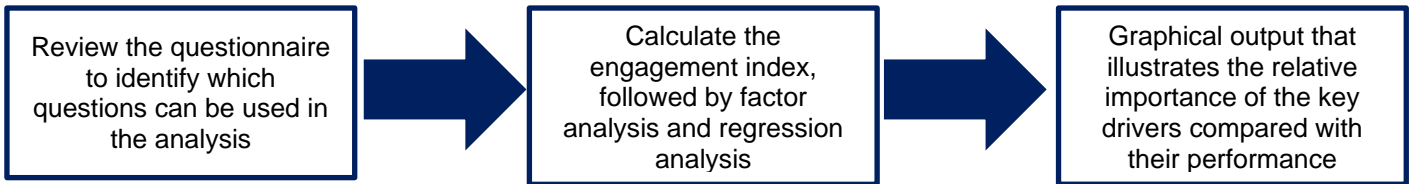
Key driver analysis supports the prioritisation of actions coming out of the survey by identifying those questions which have the strongest relationship with both motivation and morale.

Prior to conducting the key driver analysis for this survey, it was necessary first to carry out a factor analysis to group the questions into independent factors. The purpose of factor analysis is to identify patterns in banks of attitudinal questions, highlighting whether these questions are measuring the same underlying characteristic, or to discover whether amongst the range of responses there are any particular patterns. The use of factor analysis is based on the view that responses to particular questions are caused or affected by underlying factors. The assumption is that, if this is the case, such questions will be answered similarly and hence will correlate with each other.

Once the factors have been established, they are measured against the engagement index through a process of multiple regression analysis. This regression analysis measures the relative impact on engagement of each of the factors, and the subsequent questions that sit within each respective factor.

¹⁰slightly modified from I have the information, material and resources to do my work well (Staff Survey 2014)

Key driver methodology



Factor analysis solution

| | |
|-----|---|
| EEI | <p>q24 I have the appropriate and timely information to do my work well</p> <p>q11 My colleagues are committed to doing quality work</p> <p>q23 I have a clear understanding of what is expected from me at work</p> <p>q54 I have recently received recognition or praise for good work</p> <p>q35 My line manager helps me to identify my training and development needs</p> <p>q45 My manager cares about me as a person</p> <p>q30 I feel that my opinion is valued</p> |
|-----|---|

| | |
|-----------------|---|
| Line Management | <p>q46 My manager communicates effectively with me and keeps me informed in a timely and relevant manner.</p> <p>q44 My manager motivates me to be more effective in my job.</p> <p>q43 My manager regularly reviews my progress and gives me clear feedback on my work.</p> <p>q47 My manager sets clear priorities and objectives.</p> <p>q42 My manager properly plans and shares work in the team</p> <p>q51 My manager assists and supports me when required.</p> <p>q49 My manager delegates tasks and responsibilities effectively.</p> <p>q50 My manager provides visibility to my work.</p> <p>q48 My manager evaluates my performance fairly.</p> <p>q52 My manager deals with poor performance in the team.</p> <p>q36 My line manager supports me in implementing my learning in the workplace.</p> <p>q53 My manager is considerate of my life outside work and supports the use of flexible work arrangements</p> <p>q10 I am treated fairly at work.</p> |
|-----------------|---|

| | |
|-------------------|---|
| Senior Management | <p>q59 My Senior Management Team encourages collaboration and involvement with staff.</p> <p>q56 My Senior Management Team demonstrate that listening to staff is important.</p> <p>q57 My Senior Management Team practises two-way communication.</p> <p>q58 My Senior Management Team takes a visible leadership role in communicating via different means with staff.</p> <p>q60 My Senior Management Team encourages innovation and challenges to the way that things are done.</p> <p>q55 My Senior Management Team gives clear guidance on the mission, objectives and tasks of the DG, of the Directorate and it</p> |
|-------------------|---|

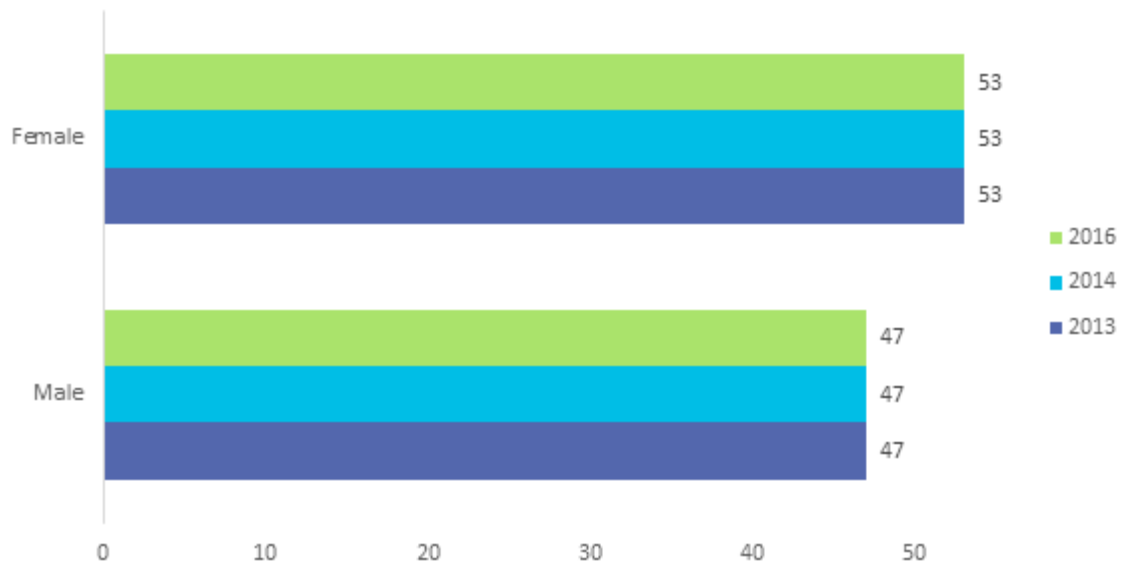
| | |
|---|--|
| | q61 My Senior Management Team is committed to promoting a fair, flexible and respectful workplace. |
| My Role | q26 I feel sufficiently challenged by my work. q25 My skills match my current job. q20 Satisfaction with your job content and tasks in general q21 Satisfaction with the level of responsibilities in your job q27 I am encouraged to come up with new and better ways of doing things. q31 I feel involved in the decisions that affect my work. q4 I feel valued for the work I do. |
| Career Development | q38 I feel able to manage my career choices and determine my own career path. q40 At the Commission/Executive Agency I have reasonable opportunities to move to another job which matches my skills and co q37 General mobility is sufficiently encouraged within the Commission/Executive Agency. q39 The relation between my performance at work and my career progression is satisfying. q15 I have the same opportunities as anyone else of my ability and experience of the opposite gender. |
| Health and Wellbeing | q17 I feel that the Commission/Executive Agency cares about my health. q18 Physical activity is sufficiently promoted by the Commission/Executive Agency. q19 My workspace is a comfortable and ergonomic. q16 I feel that the Commission/Executive Agency cares about my well-being. |
| Teamwork | q14 I have good and supportive working relationships with my close colleagues and team members. q28 In my team we work together to improve the way we deliver on our tasks. q9 I find the working atmosphere pleasant. q29 Collaborative working is supported in my DG/Department. |
| Working For the commission/Executive Agency | q2 I have a clear understanding of the Commission/Executive Agency's purpose. q1 The Commission/Executive Agency is a modern and attractive workplace. q6 In my DG/Executive Agency, efficient processes and procedures are in place that facilitate decision-making. q22 I have a clear link between my job and the objectives and priorities of my DG. q7 I consider the Commission/Executive Agency to be a diverse and inclusive working environment. q5 In my DG/Executive Agency, human resources (staffing levels and competencies) are efficiently matched with the work to b q41 My impression is that most Commission/Executive Agency staff are reasonably or very suited to the job they do. |
| Work Life Balance | q12 I have an acceptable workload. q13 I achieve a good balance between my work life and my private life. |
| Learning and Development | q34 My learning and development activities over the last 12 months have helped to improve my performance. q33 I have the opportunity to participate in the learning and development activities I need to be efficient in my job. |



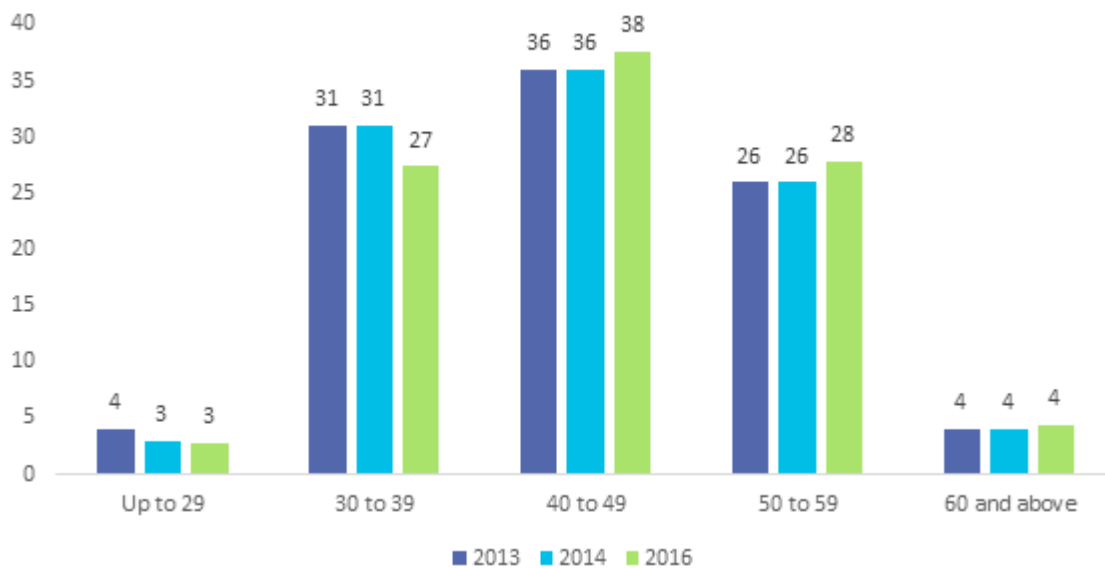
Appendix 4: Respondent Profile – 20,686 returns (51%)

The following charts provide an overview of the profile of returns for key groups of personnel. Further information about the respondent profile is available on the ORC International online reporting tool and the FLASH report.

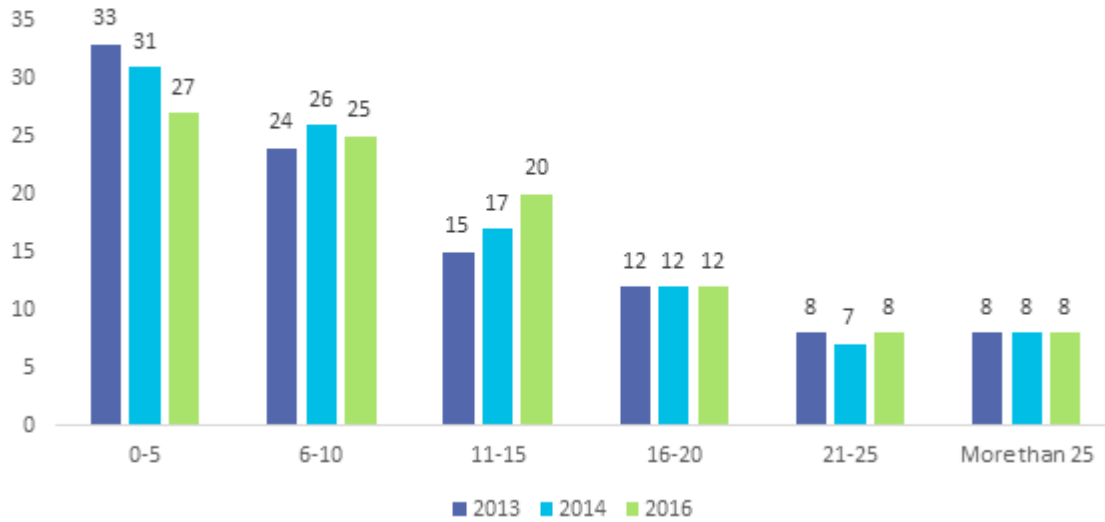
What is your gender?



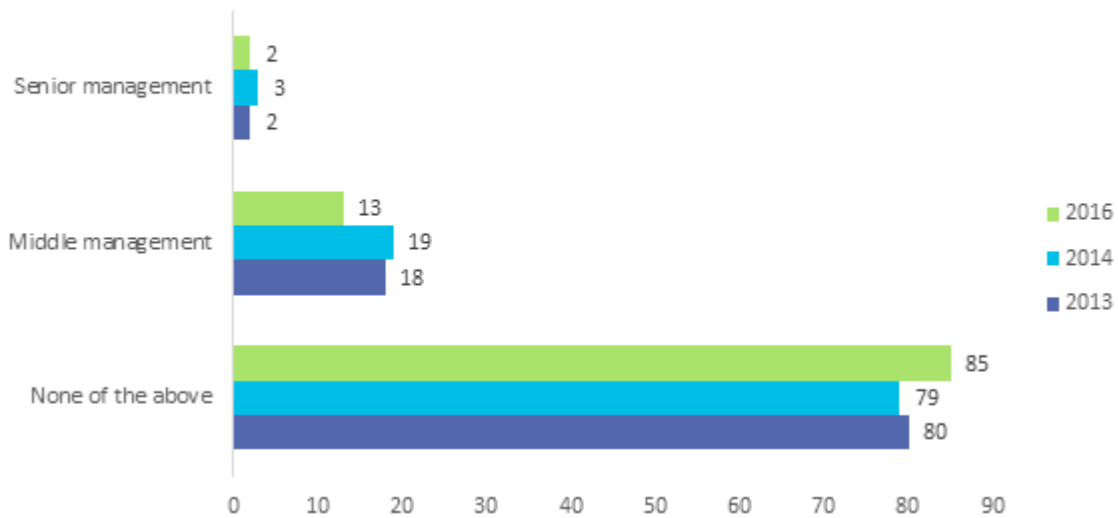
What age group do you belong to?



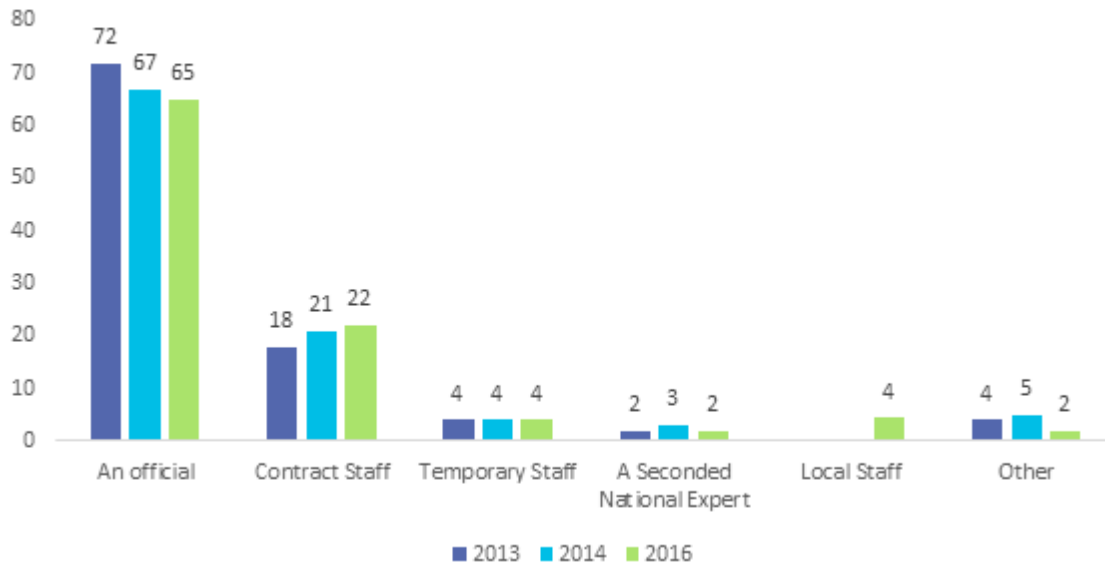
How many years have you worked for the European Commission or Executive Agency?



Do you belong to middle or senior management in the Commission (or Executive Agency)?



Are you:



NB: 'Local staff' response option added in 2016

Are you an:

