

F4E Staff Engagement Survey 2022

Final Report

21 October 2022





Before you start reading...

- This report has been developed based on the answers provided by F4E staff members to the Staff Engagement Survey questionnaire. Our analysis of these responses is based on our experience with EU agencies, international organisations and private multinational companies. Staff perceptions may come from a certain organisational past and may also be influenced by other factors unknown to us.
- Due to rounding, numbers presented throughout this report may not add up precisely to the totals indicated. For the same reason, percentages may not precisely reflect the absolute figures.
- When referencing the “EU average”, we mean the average results of all 10 agencies who conducted the same survey in the last 24 months within the current and previous Framework Contract for Staff Engagement Surveys.
- In order to ensure confidentiality, no results have been reported for breakdowns with less than five respondents.

Acronyms list

SES	Staff Engagement Survey
TF	Total Favourable
TN	Total Neutral
TU	Total Unfavourable

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Main findings

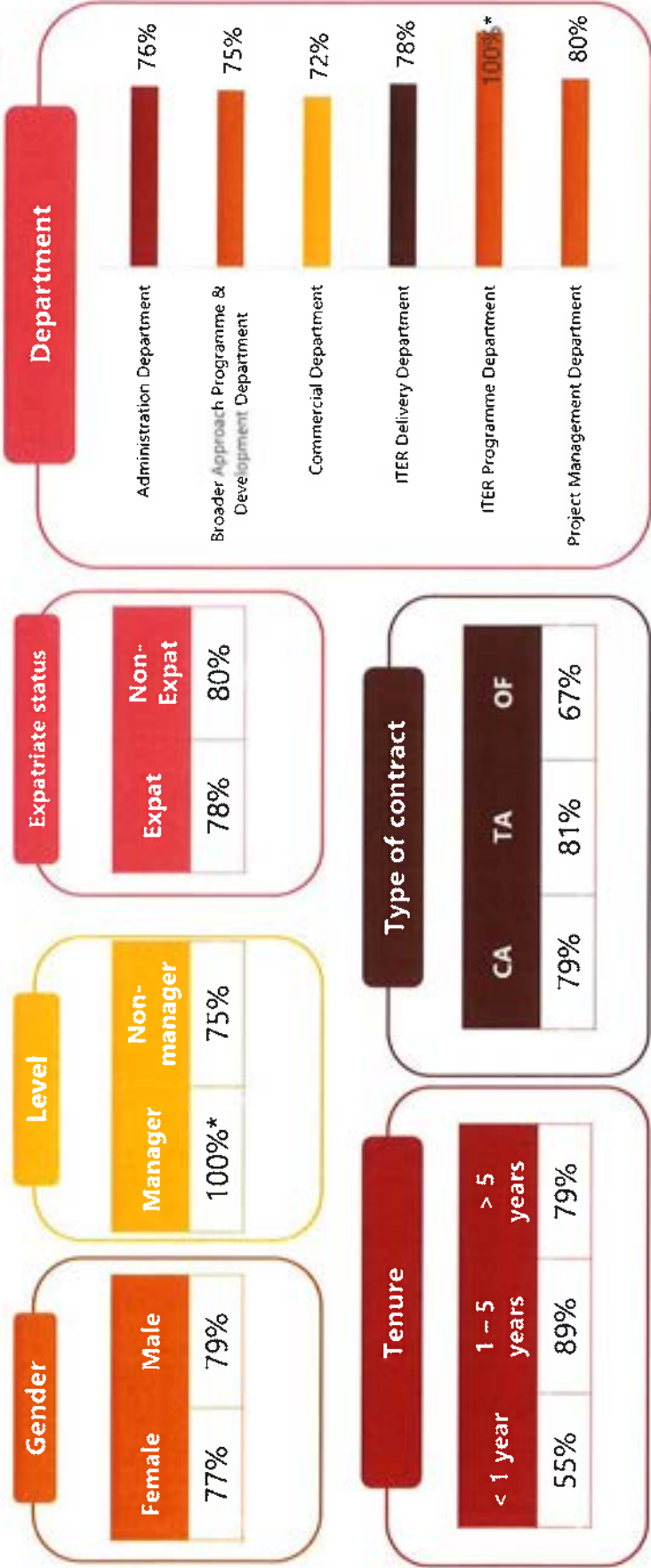
Main findings

Response rate



The Survey was delivered to 432 staff members **between 7 and 25 September 2022**. In total, 339 responses were received resulting in a **response rate of 78%**. This result is 5 p.p. higher than the 2020 response rate, and it represents a good result.

The results of the Survey provide insight into the levels of engagement of F4E staff, enabling the Agency to better realise its objectives and incorporate feedback into strategic decision-making. Below are visual representations of the **response rates of the different demographic segments** in which respondents have been categorised.



*The number of respondents is higher than the breakdown total provided. The response rate is therefore reported as 100%. According to our experience, this is a common occurrence in Staff Engagement Surveys. In fact, as a general trend, some respondents provide – whether it be on purpose or by mistake – wrong self-declarations in demographic questions including those on organisational group.

Main findings

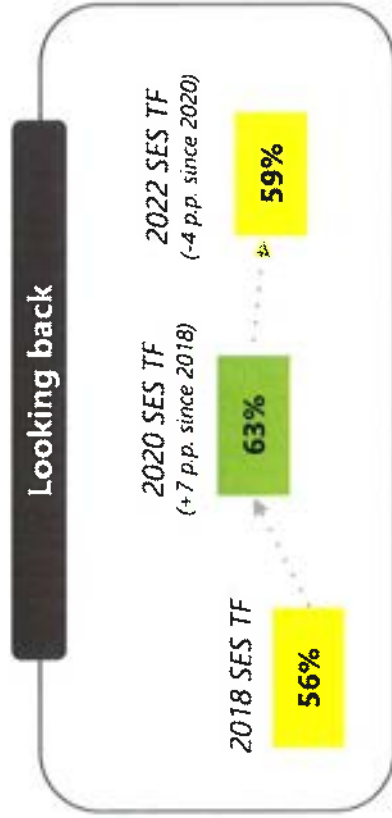
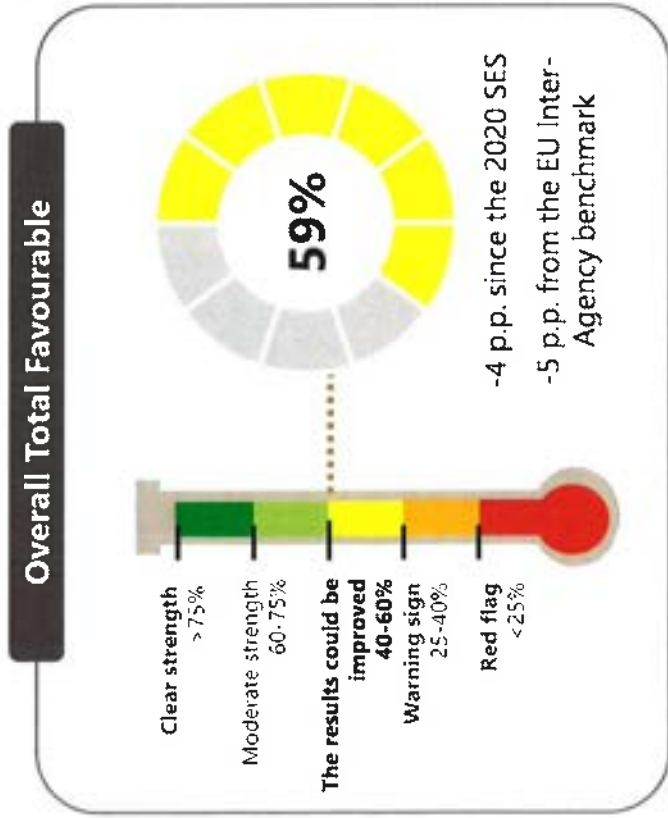
Overall distribution of responses

The representations below highlight the distribution of responses to the 58 standard questions of the Survey.



Main findings

Key results



Dimensions	TF	Change since 2020 SES	Distance from EU average
09. Line Manager	70%	+2	+2
06. My Job	67%	-4	-1
12. Organisation, Sense of belonging	65%	-8	-11
07. Working conditions: development and reward	61%	-1	-3
03. Accountability	58%	-3	-12
05. Diversity, respect	57%	-5	-5
10. Communication	56%	-2	0
02. Service minded	55%	-1	-3
01. Professionalism, integrity and independence	52%	-4	-5
08. Co-operation	49%	-1	-6
04. Resilience and adaptability	48%	-5	-10
11. Leadership	36%	-18	-20

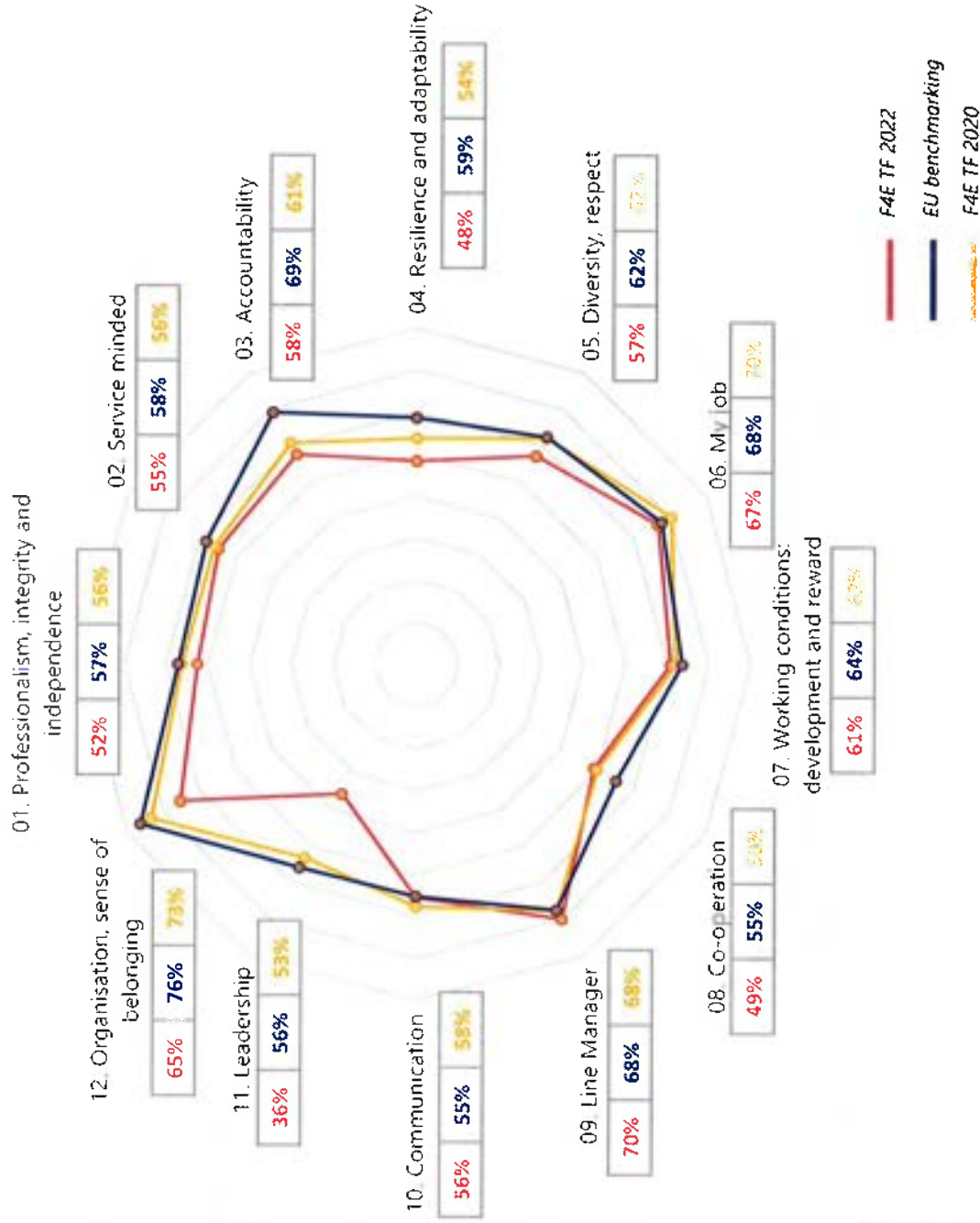
Benchmarking legend:

- At least 5 points greater than previous survey/ EU Agency average
- At least 5 points lower than previous survey/ EU Agency average
- Between -5 points and +5 points relative to the previous survey / EU Agency average

Main findings

Historical and inter-Agency benchmarking

The overall TF score of the 2022 F4E SES has slightly decreased compared to that in 2020 and stands – **5 p.p. lower than EU Average** for the agencies who conducted the same survey within the Framework Contract for Staff Engagement Surveys in the last 24 months. Compared to the EU Average, only 7 differences in Dimension TF are statistically significant: the largest ones are **D11. Leadership** a TF score **-20 p.p. lower** relative to the EU Average, **D3. Accountability** which scored **-12 p.p. lower** than the EU Average for that dimension and **D12. Organisation, sense of belonging** with a **-11 p.p. difference**. Concerning the dimensions which scored higher than the EU average, these are D10. Communication (+1 p.p.) and D9. Line Manager (+2 p.p.). Compared to 2020, 4 Dimensions of analysis have recorded statistically significant **negative changes**: **D.11 Leadership** (-18 p.p.), **D. 12 Organisation, sense of belonging** (-8 p.p.) and **D4. Resilience and adaptability** and **D5. Diversity, respect** (both -5 p.p.).



F4E 2022 TF	59%
EU benchmarking	63%
F4E 2020 TF	63%

Main findings

Highest and lowest scores



Of the 58 standard questions of the Survey, these questions had the highest and lowest TF scores:

Highest scoring questions

- Q58. I am proud to work for the EU. **92% TF**
- Q20. I am willing to make an extra effort in my job, in order to deliver the best results. **89% TF**
- Q2. I have a clear understanding of my objectives. **86% TF**

Lowest scoring questions

- Q10. At F4E, decision-making is objective and transparent. **18% TF**
- Q46. I believe the Senior Management Team has a clear vision of the direction in which F4E should be led. **20% TF**
- Q33. In my opinion, the different organisational entities of F4E give an image of a coordinated team to our external stakeholders. **22% TF**

Of the 58 standard questions of the Survey, these questions recorded the largest changes in TF score since 2020.



Largest increase since 2020

- Q38. My Line Manager leads by example. **(+7 p.p.)**
- Q39. My Line Manager instills enthusiasm and commitment within our team. **(+6 p.p.)**
- Q32. I receive regular feedback from my Line Manager about how I am performing in my role. **(+5 p.p.)**

Largest decrease since 2020

- Q46. I believe the Senior Management Team has a clear vision of the direction in which F4E should be led. **(-25 p.p.)**
- Q49. I perceive that the Senior Management Team is committed to the development of F4E. **(-19 p.p.)**
- Q41. How would you rate the level of engagement currently exhibited by F4E staff? **(-16 p.p.)**

Main findings Additional questions

The questions below represent the **highest scoring** and **lowest scoring** questions among the additional questions included in the survey. Q70 concerning the Senior Management leading by example at F4E is also the **lowest scoring question of the entire survey** with a TF score of 15%.

Highest scoring questions		TF	Change since 2020 SES
Q67. I feel comfortable giving feedback to my Line Manager.	82%	+4	
Q71. My Line Manager facilitates a good balance between my work-life and my private life.	79%	+4	
Q68. I feel that the feedback I receive from my Line Manager is useful, and that I can easily act upon it.	73%	+2	
Lowest scoring questions		TF	Change since 2020 SES
Q70. The Senior Management Team leads by example.	15%	-12	
Q69. The Senior Management Team members cooperate adequately amongst themselves and encourage inter-departmental cooperation.	16%	-6	
Q74. My desire for mobility is mostly driven by the wish to have similar tasks and responsibilities but in a different department/division/unit/group than my current one.	16%	+3	

Benchmarking legend:

- At least 5 points greater than the EU Agency average
- At least 5 points lower than the EU Agency average
- Between -5 points and +5 points relative to the EU Agency average

'Senior Management Team' refers to the Director in office prior to 16 June 2022 and Heads of Department.
'Line manager' refers to functional Line Manager, not the matrix manager

Main findings Inter-agency benchmarking



Of the 58 standard questions of the Survey, these questions recorded the largest distance in TF score with respect to the Inter-Agency EU average.

Questions with largest positive distance in TF score	Distance from EU Average
Q22. My Unit is transparent when facing problems.	+14
Q32. I receive regular feedback from my Line Manager about how I am performing in my role.	+9
Q13. In my unit we seek to understand the reasons behind problems and make the required changes to prevent recurrence.	+7

Questions with largest negative distance in TF score	Distance from EU Average
Q54. I feel that the Senior Management Team relies on F4E staff.	-30
Q46. I believe the Senior Management Team has a clear vision of the direction in which F4E should be led.	-30
Q49. I perceive that the Senior Management Team is committed to the development of F4E.	-27

Benchmarking legend:



At least 5 points greater than the EU Agency average



At least 5 points lower than the EU Agency average



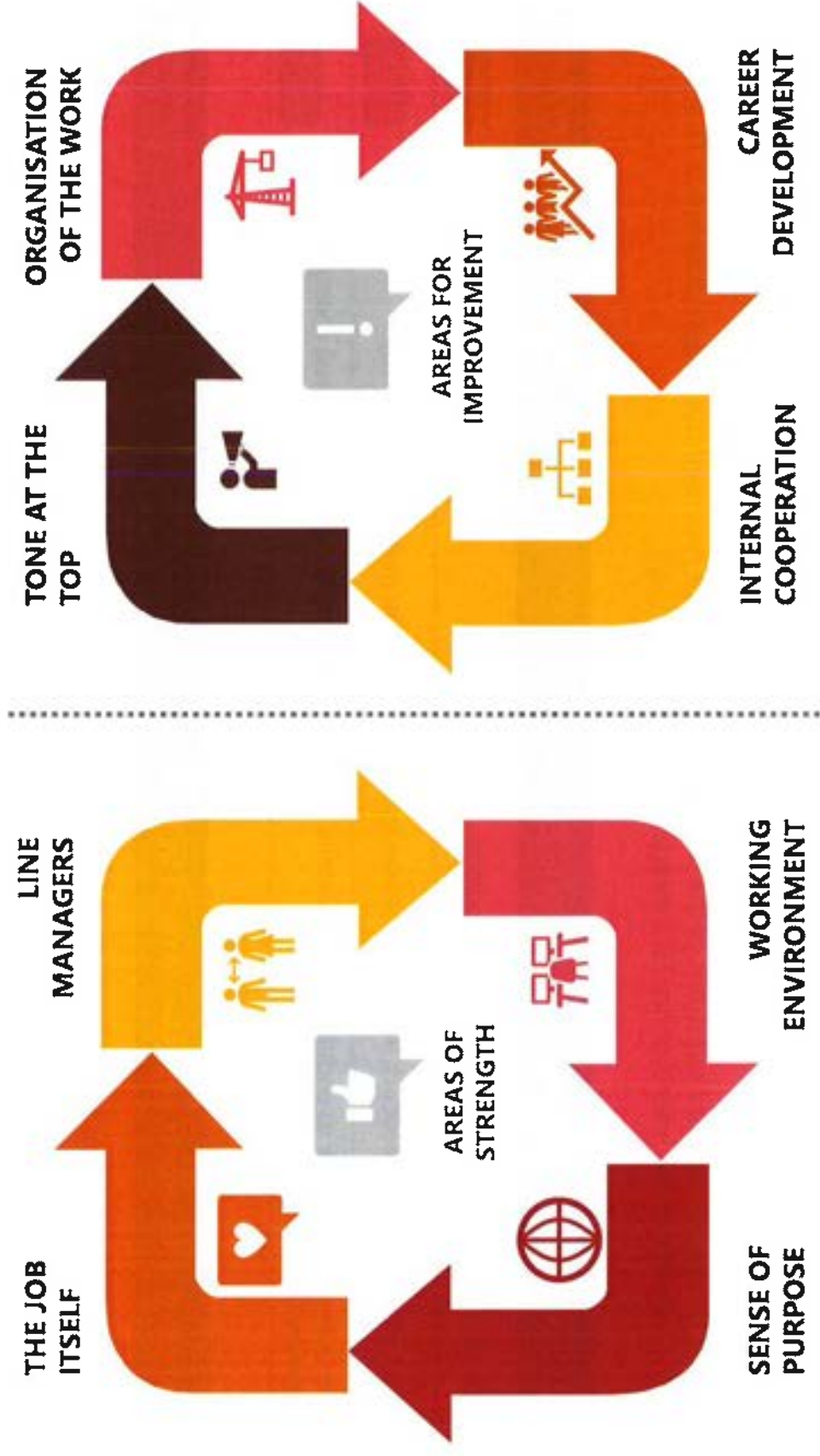
Between -5 points and +5 points relative to the EU Agency average

'Senior Management Team' refers to the Director in office prior to 16 June 2022 and Heads of Department.
'Line manager' refers to functional Line Manager, not the matrix manager

Main findings

Overview of key themes

The images below reflect the main findings arising from the survey closed-ended questions and from open comments submitted by F4E staff.



Main findings

Overall, F4E scores slightly below the average of EU agencies participating in the Framework Contract and conducting the same survey over the last 2 years. F4E's Total Favourable (TF) score (59%) also recorded a slight decrease since the 2020 SES (-4 p.p.), falling in the "results could be improved" category. It is nevertheless worth noting that the result is just 1 p.p. away from the "moderate strength" category, and is still higher than the result registered in 2018; to be kept in consideration is also how the mutable world of work since 2020 may contribute to changes in engagement. Only four dimensions of analysis out of twelve recorded statistically significant changes compared to the last survey (in particular, D11. Leadership registering an 18 p.p. decrease compared to the previous staff survey, with the lowest scoring question relating to the Senior Management Team* having a clear vision of the direction in which F4E should be led).

What works well?

- At F4E, the **job itself** and the **sense of purpose** represent clear areas of strength, as confirmed in staff surveys over time. The great majority of respondents is proud to work for F4E and is willing to go the "extra mile" in order to deliver the best results.
- **Line Managers**** are an aspect which has improved compared to the 2020 SES. Respondents believe that their Line Managers lead by example, inspire their team and give regular feedback.
- Among F4E's key areas of strength, respondents also frequently mentioned their **working environment, including an international/multicultural context and backdro**p that staff respondents find enriching.

What should be improved?

- **Tone at the top** can be considered a key area of improvement. More specifically, respondents would like to have both a clearer picture of the direction in which F4E is heading and improved communication about the mission and goals of F4E. Transparency in decision-making was also cited by staff respondents as an area for improvement, meaning the rationale behind decisions could be better communicated.
- Respondents believe that **planning, prioritisation and organisation of the work** should be improved. More specifically, respondents highlighted issues in workload management, processes and procedures, and under-resourcing.
- In both quantitative and qualitative survey results, respondents indicated **equal opportunities for career development as an area for improvement**. This relates particularly to misaligned contractual conditions among contract types which respondents find limiting to career growth, as well as the management of appraisals, performance, underperformance and promotions.
- Another key area for improvement for F4E is **internal cooperation**, which some survey respondents perceive could be improved through **more efficient communication and collaboration across Departments and also within the Senior Management Team**. It is important to keep in mind, however, that the Theme Cooperation fell by only 1 p.p. since 2020, demonstrating stability in the face of large external changes.

*Senior Management Team' refers to the Director in office prior to 16 June 2022 and Heads of Department.

**Line Manager' refers to functional Line Manager, not the matrix manager



Introduction and guide to reading this report

Introduction

This document presents the detailed results obtained from the Survey, which was administered online to F4E Staff who had been at F4E for at least 3 months prior to the launch of the survey, i.e., those colleagues who were F4E staff members between 01/06/2022, and excluding staff members who left F4E between 01/06/2022 and 07/09/2022 (the day of the 2022 Staff Engagement Survey launch).

The Survey could be completed only once by each respondent, using a personal, unique link via their PC or mobile device.

Survey Objectives

The purpose of the Survey is to help F4E understand its employees, their work experiences, current perceptions and future directions. A positive work experience will help F4E to meet and exceed its stakeholders' needs and expectations and to deliver on its strategic objectives.

The report provides insight into these areas by exploring overall levels of engagement and drivers of engagement, as well as critical aspects of F4E's culture and initiatives.



Survey Structure

- 58** standard closed-ended questions*
- 20** additional closed-ended questions
- 2** standard open-ended questions*
- 6** demographic questions



* Set of questions common to all European Agencies within the Framework Contract and previous Staff Engagement Surveys.

Guide to reading this report

This document is structured in the following sections:

01

Standard questions results

An in-depth review of the results obtained in each of the closed-ended questions is presented in this section. Questions are grouped analytically; graphs included in each dimension provide the distribution of responses (%), the total favourable score and the change from the previous Survey. In addition, in order to provide an "external" benchmark for F4E's performance in each dimension of analysis, the report presents the distance from the latest average scores of other EU Agencies which conducted the same survey in the last 24 months. Each dimension includes main findings, key insights and an outline of key areas for strength and areas for improvement.

02

Additional questions results

This section provides an in-depth analysis of the additional questions results. It analyses the detailed distribution of responses and areas of strength and improvement.

03

Dimension results per demographic breakdown

This section provides a snapshot of total favourable scores broken down by demographic segmentation.

04

Open comments analysis

The analysis of the standard open-ended questions is presented in this section and includes two wordclouds. The size of each word in the figure indicates its frequency of mention within the open comments, providing an immediate, visual representation of what people appreciate and what they would like to see improved in the organization.

05

Correlation analysis

The correlation analysis measures the strength of the relationship between responses to survey questions on a "question-by-question" basis in order to better identify what are the most relevant drivers of personal engagement, and where connections exist between engagement sentiments.

06

Recommendations

This section is dedicated to the summary of the areas of focus and related recommendations for the key areas of improvement, taking into consideration all aspects that emerged from the survey.

07

Annexes

The appendix includes methodology and the complete questionnaire of F4E 2022 Staff Engagement Survey.

Guide to reading this report



To facilitate the reading of the report, the results sections display a navigator on the upper right side of each page representing the 12 analysed dimensions, like the one shown to the right, here.

Practical instructions on how to read the survey results are reported here below:

Questions included in the dimension

Distribution of responses divided into: strongly agree (dark green), agree (light green), neither agree nor disagree (yellow), disagree (orange), strongly disagree (red), not applicable (light grey), prefer not to answer (dark grey)

Question	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable	Prefer not to answer	TF	Change Distance since 2020 SES average
Q6 From what I can see, it is a priority for my unit to improve the services we provide to our stakeholders.	17%	51%	22%	6%	3%	0%	0%	68%	+1 -5
Q4 At E4E, we listen carefully to our external stakeholders about their needs and requirements and take them into account in our work.	7%	49%	24%	7%	5%	0%	0%	58%	-1 -6
Q3 The opinion of staff is taken into account for improving F4E activities.	6%	33%	36%	16%	7%	0%	0%	30%	-4 +1

Legend:

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Impossible to answer, not applicable to my work
- I prefer not to answer

Benchmarking legend:

- At least 5 points greater than previous survey/ EU Agency average
- At least 5 points lower than previous survey/ EU Agency average
- Between -5 points and +5 points relative to the previous survey / EU Agency average

Annotations:

- Total favourable scores resulting from the sum of «strongly agree» and «agree»** (points to TF column)
- Changes compared to the results from the previous survey** (points to Change Distance column)
- Distance from the average TF of the most recent surveys conducted by other EU Agencies part of the Framework Contract (in the last 24 months)** (points to Change Distance column)
- Legends** (points to the legend area)



Standard closed-ended questions results

Dimensions results



Below is a summary of scores for each of the 12 dimensions. Compared to the previous Staff survey, **four dimensions reported statistically significant changes**, i.e. *D11. Leadership*, decreasing by -18 p.p., *D12. Organisation, sense of belonging* by -8 p.p., *D4 Resilience and adaptability* and *D5 Diversity, respect* (both by -5 p.p.) since 2020. The highest-ranked dimension is *D9 Line Manager* (70%), while the lowest scoring is *D11. Leadership* (36% TF).

Relative to the EU average, F4E scored **+2 p.p. higher in D9. Line Manager**, with a 70% TF score — to be considered a positive result. However, F4E's TF for **D11. Leadership** is **-20 p.p. lower** than the EU average.

Dimension	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Impossible to answer, not applicable to my work	TF	Change since 2020 SES	Distance from EU average
01. Professionalism, integrity and independence	12%	40%	24%	15%	7%		52%	-4	-5
02. Service minded	10%	44%	27%	9%	4%		55%	-1	-3
03. Accountability	17%	41%	21%	13%	6%		58%	-3	-12
04. Resilience and adaptability	11%	37%	27%	17%	5%		48%	-5	-10
05. Diversity, respect	10%	47%	21%	13%	7%		57%	-5	-5
06. My job	17%	50%	18%	11%	4%		67%	-4	-1
07. Working conditions: development and reward	16%	45%	21%	11%	5%		61%	-1	-3
08. Co-operation	8%	41%	25%	15%	6%		49%	-1	-6
09. Line Manager	21%	49%	20%	6%	3%		70%	+2	+2
10. Communication	11%	44%	25%	12%	5%		56%	-2	0
11. Leadership	4%	32%	32%	19%	9%	3%	36%	-18	-20
12. Organisation, sense of belonging	20%	45%	20%	9%	3%		65%	-8	-11
Additional Questions	10%	36%	25%	15%	6%	2%			

Legend:

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Impossible to answer, not applicable to my work
- I prefer not to answer

Benchmarking Legend:

- At least 5 points greater than previous survey/ EU Agency average
- At least 5 points lower than previous survey/ EU Agency average
- Between -5 points and +5 points relative to the previous survey / EU Agency average

Dimension 1: Professionalism, integrity and independence

Detailed distribution of responses



Agency TF score*: **59%**

Dimension TF score*: **52%**

9th ranking dimension of the Survey (out of 12)

Q13 In my unit we seek to understand the reasons behind problems and make the required changes to prevent recurrence.



TF **72%**

Change since 2020 SES **+3**

Distance from EU average **+7**

Q5 It is a priority for me in my daily work to keep my skills and knowledge up to date.



TF **72%**

Change since 2020 SES **-4**

Distance from EU average **-10**

Q22 My unit is transparent when facing problems.



TF **68%**

Change since 2020 SES **+2**

Distance from EU average **+14**

Q23 I do not perceive fear when facing mistakes.



TF **56%**

Change since 2020 SES **-5**

Distance from EU average **0**

Q17 At F4E, we take decisions and undertake necessary actions with integrity.



TF **55%**

Change since 2020 SES **-4**

Distance from EU average **-9**

Q4 At F4E, we work in a sound and timely manner.



TF **27%**

Change since 2020 SES **-10**

Distance from EU average **-21**

Q10 At F4E, decision-making is objective and transparent.



TF **18%**

Change since 2020 SES **-8**

Distance from EU average **-12**

Legend: ■ Strongly agree ■ Agree ■ Disagree ■ Strongly disagree ■ Impossible to answer, not applicable to my work ■ I prefer not to answer

Benchmarking legend: At least 5 points greater than previous survey/ EU Agency average At least 5 points lower than previous survey/ EU Agency average Between -5 points and +5 points relative to the previous survey / EU Agency average

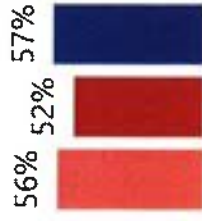
* Please Note: The Agency TF score and Dimension TF score are provided side-by-side in the following slides to visually present how each individual Dimension "performed" relative to the overall Agency TF score. This applies to all pages showing a given dimension's "Detailed distribution of responses".

Dimension 1: Professionalism, integrity and independence

Analysis of results



Dimension TF score



■ 2020 ■ EU Avg.



Areas of strength

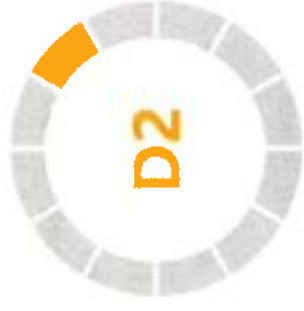
- **Keeping skills and knowledge up to date** (Q5) is a priority for 72% of respondents, despite a -10 p.p. distance from the EU Average.
- Both questions concerning Units, i.e., Q22 related to **Unit transparency when facing problems** (68% TF, +14 p.p. distance compared to EU Avg.) and Q13 on staff **seeking to understand the reasons behind problems**, making the required changes within their **Unit** (72% TF, +7 p.p. distance compared to EU Avg.).



Areas for improvement

- Q10, on **transparency and objectivity of decision-making at F4E** is the lowest scoring question of the survey (18% TF), **decreasing by 8 p.p.** since 2020. However, the quite high share of neutral answers (35% TN) signals room for improvement, as staff may shift more easily towards positive perceptions if actions were to be taken to address this issue. **Working in a sound and timely manner** registers a below-average result compared to D1 average results (Q4: 27% TF). It is also worth noting that this question registers a significantly lower TF compared to 2020 (-10 p.p.).
- **Perceiving fear when facing mistakes**, records a slightly below average results (Q23: 56% TF) which also records - 5 p.p. compared to 2020, indicating that this aspect should be monitored closely.
- It is also worth noting that Q17, Q10 and Q4 both record **results significantly lower than the EU Average** by respectively -9 p.p., -12 p.p. and -21 p.p.

Dimension 2: Service minded Detailed distribution of responses



Agency TF score:
59%

Dimension TF score:
55%

8th ranking dimension
of the Survey
(out of 12)

TF Change since 2020 SES average Distance from EU average

Q16 From what I can see, it is a priority for my unit to improve the services we provide to our stakeholders.



+1

-5

Q14 At F4E, we listen carefully to our external stakeholders about their needs and requirements and take them into account in our work.



-1

-6

Q13 The opinion of staff is taken into account for improving F4E activities.



-4

+1

Legend:

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Impossible to answer, not applicable to my work
- I prefer not to answer

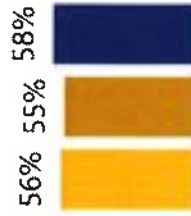
Benchmarking legend:

- At least 5 points greater than previous survey/ EU Agency average
- At least 5 points lower than previous survey/ EU Agency average
- Between -5 points and +5 points relative to the previous survey / EU Agency average

Dimension 2: Service minded Analysis of results



Dimension TF score



■ 2020 ■ EU Avg.



Areas of strength

- 68% of survey respondents believe that, for their Unit, it is a **priority to improve the services provided to stakeholders** (Q16).
- Q14 records a slightly above average result compared to the D2 TF score, with 58% of respondents reporting that at F4E, **staff listens carefully to external stakeholders in their work** (despite a -6 p.p. change since 2020).



Areas for improvement

- The lowest scoring question in this dimension refers to the **opinion of staff being taken into account** to improve the Agency's activities (Q43: 38% TF). Nevertheless, despite the low TF score, the share of neutral answers is high (36% TN), suggesting that a high number of respondents doesn't have a strong opinion about the topic. Also, this result appears slightly above other EU agencies.

Dimension 3: Accountability

Detailed distribution of responses



Agency TF score:
59%

Dimension TF score:
58%

5th ranking dimension
of the Survey
(out of 12)

	TF	Change since 2020 SES	Distance from EU average
Q20 I am willing to make an extra effort in my job, in order to deliver the best results.	89%	-5	-6
Q18 Within F4E, we are accountable for our actions.	52%	-4	-14
Q15 At F4E, we encourage new ideas and anticipate problems before they arise.	32%	0	-15



Legend:

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Impossible to answer, not applicable to my work
- I prefer not to answer

Benchmarking legend:

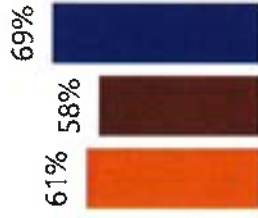
- At least 5 points greater than previous survey/ EU Agency average
- At least 5 points lower than previous survey/ EU Agency average
- Between -5 points and +5 points relative to the previous survey / EU Agency average

Dimension 3: Accountability

Analysis of results



Dimension TF score



■ 2020 ■ EU Avg.



Areas of strength

- 89% of respondents say they are **willing to make an extra effort in their jobs, in order to deliver the best results (Q20)** — demonstrating staff dedication and willingness to hold oneself to account. This is the second highest scoring question this year.



Areas for improvement

- Only 32% of respondents feel **encouraged to suggest new ideas** and **anticipate problems before they arise (Q15)**, with - 15 p.p. decrease in the TF score compared to the EU benchmark. However, the number of neutral answers is particularly high (34% TN), suggesting that actions addressing this issue could lead to improvements, especially for staff members who are not entirely convinced of their position.
- 52% respondents agree with the fact that employees are held **accountable for their actions within F4E (Q18: 52% TF)**. This question recorded a difference of 6 p.p. TF compared to the dimension TF (58%).

Dimension 4: Resilience and adaptability

Detailed distribution of responses



Agency TF score: **59%**

Dimension TF score: **48%**

11th ranking dimension of the Survey (out of 12)

Statement	TF	Change since 2020 SES	Distance from EU average
Q16 In my unit, we persevere in achieving the goals despite any difficulties that may arise.	83%	-2	-1
Q24 At F4E, we are open-minded to cope with changes and developments within the organisation.	35%	-2	-11
Q21 At F4E, we respond effectively to changes (organisational, regulatory...).	27%	-12	-19

Legend:

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Impossible to answer, not applicable to my work
- I prefer not to answer

Benchmarking legend:

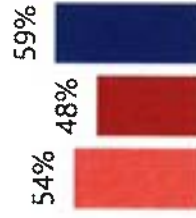
- At least 5 points greater than previous survey/ EU Agency average
- At least 5 points lower than previous survey/ EU Agency average
- Between -5 points and +5 points relative to the previous survey / EU Agency average

Dimension 4: Resilience and adaptability

Analysis of results



Dimension TF score



■ 2020 ■ 2022 ■ EU Avg.



Areas of strength

- 83% of survey respondents say that in their unit, they **persevere in achieving goals despite difficulties that may arise** (Q19). This question recorded a very positive result, which indicates a persisting area of strength for the Agency.



Areas for improvement

- Regarding **open-mindedness in coping with changes and developments within the organisation** (Q24), less than half of the respondents respond favourably (35% TF).
- Responding effectively to change** could also be improved (Q21: 27% TF). This question also registered -12 p.p. compared to 2020.
- For both questions listed above, over one fourth of respondents fall within the neutral category, demonstrating the possibility for improvement.
- Moreover, both Q24 and Q21 recorded significantly lower results compared to the EU Average (- 11 p.p. and - 19 p.p. respectively) which suggest the need to monitor these aspects closely.

Dimension 5: Diversity, respect Detailed distribution of responses



Agency TF score:
59%

Dimension TF score:
57%

6th ranking dimension
of the Survey
(out of 12)

TF	Change since 2020 SES	Distance from EU average
----	-----------------------	--------------------------

- Q25 At F4E, we effectively integrate different cultures and ways of working.
- Q52 I believe that F4E is committed to the fair treatment of staff.



61%	-4	-4
53%	-6	-6

Legend:

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Impossible to answer, not applicable to my work
- I prefer not to answer

Benchmarking legend:

- At least 5 points greater than previous survey/ EU Agency average
- At least 5 points lower than previous survey/ EU Agency average
- Between -5 points and +5 points relative to the previous survey / EU Agency average

Dimension 5: Diversity, respect Analysis of results



Dimension TF score



■ 2020 ■ 2022 ■ EU Avg.



Areas of
strength

- A slight majority of respondents think that F4E **effectively integrates different cultures** and ways of working, with 61% of survey respondents answering favourably to Q25.



Areas for
improvement

- Staff perception regarding **F4E's commitment to the fair treatment of staff** can also be improved (Q52: 53% TF, - 6 p.p. since 2020). It is worth noting that this question shows a **15 p.p. difference in TF score by gender**, with men recording a 59% TF score and women a 44% TF score. This demonstrates that **women do not view F4E's commitment to the fair treatment of staff as favourably** as do men.

Dimension 6: My job

Detailed distribution of responses



Agency TF score: **59%**

Dimension TF score: **67%**

2nd ranking dimension of the Survey (out of 12)

Q	Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Impossible to answer, not applicable to my work	TF	Change since 2022 SES	Distance from EU average
Q2	I have a clear understanding of my objectives.	24%	63%	7%	4%	1%	0%	86%	-1	+5
Q6	I have enough autonomy to carry out my work.	26%	59%	9%	5%	1%	0%	85%	+4	+3
Q1	My work is interesting and challenging.	30%	54%	9%	6%	1%	0%	84%	+1	0
Q12	I feel that I am well suited to my current job.	28%	53%	12%	4%	3%	0%	81%	-2	+1
Q3	My objectives are achievable.	11%	54%	21%	9%	3%	0%	65%	-7	-7
Q11	Working in F4E helps me to develop professionally.	15%	46%	22%	10%	6%	0%	60%	-4	-8
Q44	F4E creates the right working environment to promote a healthy work-life balance.	9%	45%	19%	17%	7%	0%	54%	-16	+4
Q8	I can participate in the decisions that affect my work at F4E.	7%	42%	26%	17%	7%	0%	50%	+2	+2
Q7	F4E's methods and procedures promote quality work.	4%	31%	33%	23%	8%	1...	35%	-10	-11

Legend:

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Impossible to answer, not applicable to my work
- I prefer not to answer

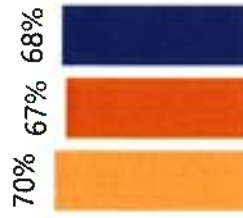
Benchmarking legend:

- At least 5 points greater than previous survey/ EU Agency average
- At least 5 points lower than previous survey/ EU Agency average
- Between -5 points and +5 points relative to the previous survey / EU Agency average

Dimension 6: My job Analysis of results



Dimension TF score



2020 EU Avg



Areas of strength

- Having a **clear understanding of one's objectives** (Q2: 86% TF) and having **sufficient autonomy** to carry out one's work (Q6: 85% TF) are clear strengths for F4E.
- The vast majority of survey respondents find **their work to be interesting and challenging** (Q1: 84% TF) and declare to be **well suited to their job** (Q12: 81% TF).



Areas for improvement

- Only 35% of survey respondents believe that at F4E **methods and procedures promote quality work** (Q7).
- **Participation in decisions that affect one's work** (Q8) at F4E also emerges as an area of improvement, as only 50% of respondents answered favourably.
- With a decrease of 16 p.p. compared to 2020, 54% of respondents believe that the Agency promotes a **healthy work-life balance** (Q44). This should be monitored over time.

Dimension 7: Working conditions: development and reward

Detailed distribution of responses



Agency TF score: **59%**

Dimension TF score: **61%**

4th ranking dimension of the Survey (out of 12)

TF Change since Distance from 2020 SES · EU average

Q	Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Impossible to answer, not applicable to my work	I prefer not to answer	TF	Change since Distance from 2020 SES · EU average	
Q1	My work is interesting and challenging.	30%	54%	9%	6%	1%			84%	+1	0
Q5	It is a priority for me in my daily work to keep my skills and knowledge up to date.	21%	50%	14%	12%				72%	-4	-10
Q29	My Line Manager delegates activities to me that contribute to my development.	17%	47%	24%	8%	3%			64%	0	-2
Q11	Working in F4E helps me to develop professionally.	15%	46%	22%	10%	6%			60%	-4	-8
Q30	My Line Manager promotes my visibility within the organisation.	15%	41%	29%	9%	4%			56%	0	-2
Q42	The learning opportunities I get help me to keep my technical knowledge and skills updated.	7%	44%	27%	15%	6%			51%	+3	+4
Q45	I am rewarded fairly when compared to others in the organisation doing similar work.	7%	32%	21%	17%	3%	3%		40%	-4	-2

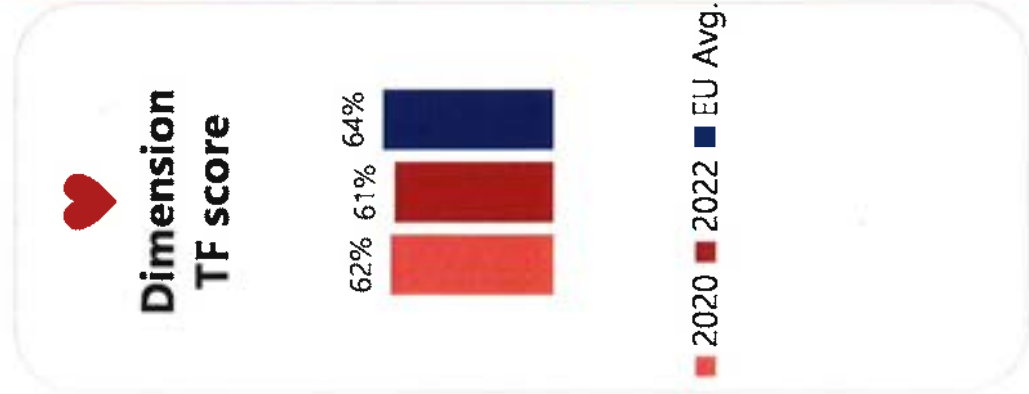
Legend: Strongly agree (dark green), Agree (light green), Neither agree nor disagree (yellow), Disagree (orange), Strongly disagree (red), Impossible to answer, not applicable to my work (grey), I prefer not to answer (dark grey)

Benchmarking legend: At least 5 points greater than previous survey/ EU Agency average (green box), At least 5 points lower than previous survey/ EU Agency average (red box), Between -5 points and +5 points relative to the previous survey / EU Agency average (white box)

'Line manager' refers to functional Line Manager, not the matrix manager

Dimension 7: Working conditions: development and reward

Analysis of results



Areas of strength

- A high share of respondents (84%) claim **their work is interesting and challenging** (Q1) and a fair number (72%) claim it is a priority to keep their **skills and knowledge up to date** (Q5).
- Line Managers play a particular role in this culture of development: 64% of respondents say their **Line Manager delegates activities** which **contribute to their development** (Q29). Furthermore, 56% of survey respondents believe their **Line Manager promotes their visibility** within the organisation (Q30).

Areas for improvement

- Only 40% of survey respondents claim that they are **rewarded fairly for their work** when compared to others in the organisation doing similar work (Q45).
- Half of the survey respondents find the learning opportunities they get helpful in keeping **relevant their technical skills and knowledge updated** (Q42: 51% TF). Despite the relatively low TF, this result appears slightly above the EU Average.

Dimension 8: Cooperation

Detailed distribution of responses



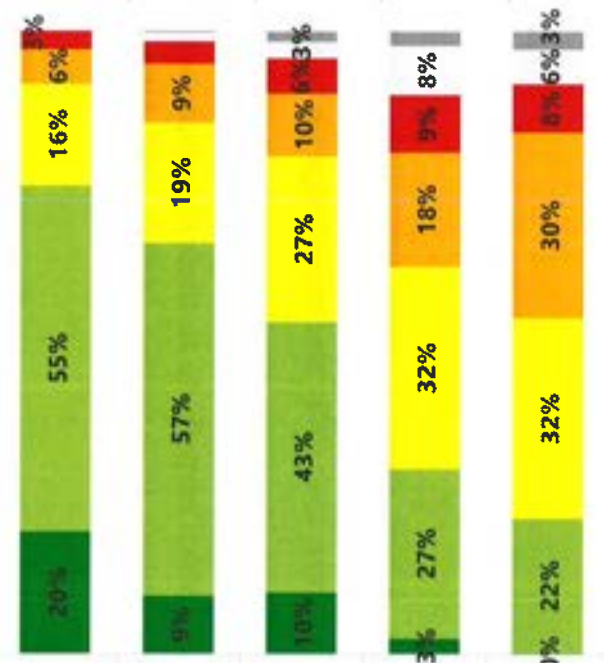
Agency TF score: **59%**

Dimension TF score: **49%**

10th ranking dimension of the Survey (out of 12)

TF	Change since 2020 SES	Distance from EU average
Q26	75%	-2
Q28	66%	+4
Q40	53%	+3
Q31	30%	-4
Q33	22%	-3

- Q26 I can count on the support of my colleagues even if this means additional work for them.
- Q28 It is easy for me to get cooperation from colleagues from other units within F4E.
- Q40 When I work with colleagues from other units, the achievement of the common goal is more important than the individual goals.
- Q31 When problems affect several F4E organisational entities, we analyse them together to resolve them.
- Q33 In my opinion, the different organisational entities of F4E give an image of a coordinated team to our external stakeholders.



Legend:

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Impossible to answer, not applicable to my work
- I prefer not to answer

Benchmarking legend:

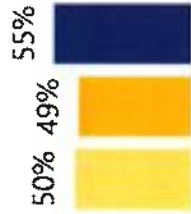
- At least 5 points greater than previous survey/ EU Agency average
- At least 5 points lower than previous survey/ EU Agency average
- Between -5 points and +5 points relative to the previous survey / EU Agency average

Dimension 8: Cooperation

Analysis of results



Dimension TF score



■ 2020 ■ 2022 ■ EU Avg.



Areas of strength

- **Support and cooperation from individual colleagues** is an area of strength for F4E. 75% of survey respondents say they can count on the support of colleagues even if it means additional work for them (Q26), and 66% say it is easy for them to get cooperation from colleagues working in other Units (Q28).
- Also, Q40, on the perception that, when cooperating across Units, **the common goal is more important than the individual ones**, recorded a slightly higher TF score (53%) than the overall average TF score of this dimension of analysis.



Areas for improvement

- An area for improvement is the **image of cooperation projected by the Agency's Units externally** (Q33). With a TF score of 22%, this remains the lowest scoring question in this dimension of analysis. Moreover, it should be noted that there has been a **13 p.p. decrease compared to the EU benchmark**, signaling that further efforts should be concentrated in this area.
- The **analysis and resolution of problems across Units** also continues to show below average results, including a slight decrease since 2020 (Q31: 30% TF).

Dimension 9: Line Manager

Detailed distribution of responses



Agency TF score: **59%**

Dimension TF score: **70%**

1st ranking dimension of the Survey (out of 12)

Q#	Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Impossible to answer, not applicable to my work	1 prefer not to answer	TF	Change since 2020 SES	Distance from EU average
Q24	I can count on the support of my Line Manager whenever I need it.	30%	50%	12%	6%	2%			80%	+4	+4
Q27	The information provided by my Line Manager allows me to understand the reasons for what I have to do and why.	22%	56%	13%	5%	4%			78%	+1	+5
Q35	My Line Manager acknowledges when my performance is good.	25%	52%	14%	5%	2%			78%	+3	+2
Q36	My Line Manager encourages me to cooperate with colleagues from other units.	21%	55%	19%	3%	4%			75%	0	0
Q38	My Line Manager leads by example.	26%	45%	19%	4%	3%			71%	+7	+4
Q32	I receive regular feedback from my Line Manager about how I am performing in my role.	15%	53%	19%	9%	4%			68%	+5	+9
Q39	My Line Manager instils enthusiasm and commitment within our team.	22%	46%	22%	6%	3%			68%	+6	+2
Q29	My Line Manager delegates activities to me that contribute to my development.	17%	47%	24%	8%	3%			64%	0	-2
Q37	My Line Manager helps me to understand F4E's strategy and objectives, and how my job contributes to these.	15%	48%	25%	9%	2%			63%	-3	+2
Q30	My Line Manager promotes my visibility within the organisation.	15%	41%	29%	9%	4%			56%	0	-2

Legend:

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Impossible to answer, not applicable to my work
- 1 prefer not to answer

Benchmarking legend:

- At least 5 points greater than previous survey/ EU Agency average
- At least 5 points lower than previous survey/ EU Agency average
- Between -5 points and +5 points relative to the previous survey / EU Agency average
- 1 prefer not to answer

'Line Manager' refers to functional Line Manager, not the matrix manager

Dimension 9: Line Manager Analysis of results



Dimension TF score



■ 2020 ■ EU Avg.



Areas of strength

- Line Managers are particularly recognised for **providing support when needed** (Q34: 80% TF) **providing information as to what needs doing and why** (Q27: 78% TF), and 78% of respondents praise Line Managers for **acknowledging when their performance is good** (Q35).
- Positive scores are also recorded by Q38, regarding Line Managers **leading by example** (71% TF) which also saw an increase of 7 p.p. compared to 2020.



Areas for improvement

- 56% of survey respondents say that their Line Manager helps with **promoting their visibility** (Q30). This is a relatively low score when compared to the overall dimension results. However, it is worth noting that Q30 is almost in line with the EU Average.
- Slightly below-average scores have been also recorded for Q37 (63% TF), Q29 (64% TF), Q39 and Q32 (68% TF), which indicate that some respondents believe Line Managers can improve in helping them to **understand F4E's strategy**, in **delegating activities**, in **instilling enthusiasm and providing feedback**. It is interesting to note that Q39 and Q32 had a positive change of 6 p.p. and 5 p.p. compared to 2020.

Dimension 10: Communication

Detailed distribution of responses



Q	Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Impossible to answer, not applicable to my work	TF	Change since 2020 SES	Distance from EU average
Q27	The information provided by my Line Manager allows me to understand the reasons for what I have to do and why.	22%	56%	13%	5%	3%		78%	+1	+5
Q32	I receive regular feedback from my Line Manager about how I am performing in my role.	15%	53%	19%	9%	4%		68%	+5	+9
Q37	My Line Manager helps me to understand F4E's strategy and objectives, and how my job contributes to these.	15%	48%	25%	9%	2%		63%	-3	+2
Q8	I can participate in the decisions that affect my work at F4E.	7%	42%	26%	17%	7%		50%	+2	+2
Q43	The opinion of staff is taken into account for improving F4E activities.	5%	33%	36%	16%	7%		38%	-4	+1
Q48	The All Management Team gives us a clear picture of the mission and goals of F4E.	3%	34%	34%	19%	6%	3%	36%	-14	-17

Legend:

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Impossible to answer, not applicable to my work
- I prefer not to answer

Benchmarking legend:

- At least 5 points greater than previous survey/ EU Agency average
- At least 5 points lower than previous survey/ EU Agency average
- Between -5 points and +5 points relative to the previous survey / EU Agency average

Dimension 11: Leadership

Detailed distribution of responses



Agency TF score: **59%**

Dimension TF score: **36%**

12th ranking dimension of the Survey (out of 12)

Q	TF	Change since 2020 SES	Distance from EU average
Q55	44%	-13	-7
Q49	42%	-19	-27
Q48	36%	-14	-17
Q46	20%	-25	-30

Q55 I believe the results of this survey will be taken into account in order to make improvements.

Q49 I perceive that the Senior Management Team is committed to the development of F4E.

Q48 The All Management Team gives us a clear picture of the mission and goals of F4E.

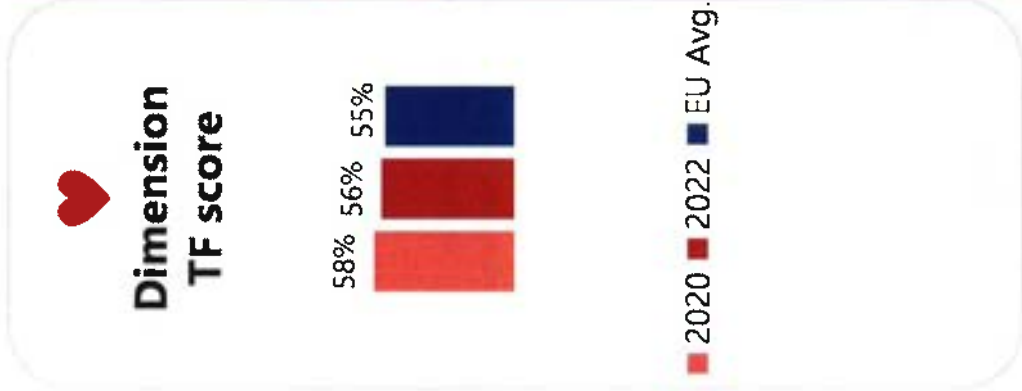
Q46 I believe the Senior Management Team has a clear vision of the direction in which F4E should be led.

Legend: Strongly agree, Agree, Neither agree nor disagree, Disagree, I prefer not to answer, Impossible to answer, not applicable to my work, Strongly disagree

Benchmarking legend: At least 5 points greater than previous survey/ EU Agency average, At least 5 points lower than previous survey/ EU Agency average, Between -5 points and +5 points relative to the previous survey / EU Agency average

Dimension 10: Communication

Analysis of results



Areas of strength

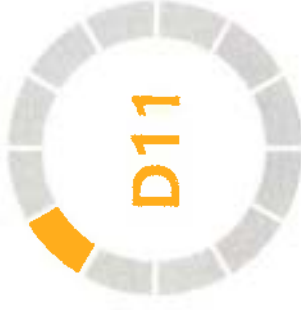
- 78% of survey respondents claim that the **information provided by their Line Manager** allows them to **understand the reasons for what they have to do and why (Q27)**.
- According to the survey respondents, Line Managers help staff **understand F4E strategy and objectives and how their job contributes to them (Q37: 63% TF)** and **provide regular feedback about their performance (Q32: 68% TF**, which represents a relevant increase of 5 p.p. compared to 2020 and 9 p.p. compared to EU average).

Areas for improvement

- The results of Q48 suggest that **the Management Team** should provide a **clearer picture of the mission and goals of F4E**, with a sharp decrease of 14 p.p. in the TF score since 2020. This result is also below the EU average (- 17 p.p.). However, the 34% neutral responses indicate that there is further room for improvement.
- Only 38% of respondents say the **opinion of staff is taken into account for improving F4E's activities (Q43)**. It should be noted that about one third of participants responded neutrally (36%).
- Only 50% of survey respondents feel like **their opinion matters in the decision-making process which affects their work at F4E (Q8)**, despite the 2 p.p. increase compared to the 2020 TF score.

Dimension 11: Leadership

Analysis of results



Dimension TF score



■ 2020 ■ EU Avg



Areas of strength

- Q55, on Staff perception about the **survey's results being addressed** and Q49 about the **Senior Management Team's commitment to the development of F4E** are the only questions in this dimension of analysis that record a TF score above the dimension average result (44% and 42% TF respectively compared to the dimension 36% TF). This points to clear areas of strength in the context of this dimension.



Areas for improvement

- As previously mentioned, this is the lowest scoring dimension of the survey.
- Only 20% of survey respondents believe the **Senior Management Team has a clear vision of the direction in which the Agency should be led** (Q46).
- Moreover, Q48 concerning the **All Management Team** providing a **clear picture of the mission and goals of F4E** only scored a TF of 36%.
- Notably, all questions in this dimension recorded **lower scores compared to the EU Average**, and all questions scored **significantly lower than in 2020**, with the largest distance being recorded for Q46 (- 25 p.p.).

Dimension 12: Organisation, sense of belonging

Detailed distribution of responses



Agency TF score: **59%**

Dimension TF score: **65%**

3rd ranking dimension of the Survey (out of 12)

Q	Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Impossible to answer, not applicable to my work	I prefer not to answer	TF	Change since 2020 SES	Distance from EU average
Q58	I am proud to work for the EU.	51%	40%	6%	1%				92%	-1	-1
Q9	I feel that my work contributes to the achievement of...	23%	62%	9%	4%				85%	-2	0
Q50	I'm proud to work for F4E.	34%	50%	13%	1%				84%	-2	0
Q56	I feel motivated to continue contributing to F4E's...	30%	51%	13%	3%	2%			82%	-1	-1
Q57	For me, F4E is a good place to work.	25%	51%	17%	4%	2%			76%	-8	-6
Q47	I would recommend F4E as a good place to work.	14%	50%	24%	8%	2%			63%	-13	-10
Q51	The working environment at F4E is respectful.	9%	54%	20%	12%	4%			63%	-12	-12
Q41	How would you rate the level of engagement...	8%	33%	35%	15%	4%			41%	-16	-22
Q54	I feel that the Senior Management Team relies on F4E...	4%	35%	32%	17%	7%	4%		40%	-10	-30
Q53	I trust the Senior Management Team of F4E.	3%	25%	36%	23%	9%	4%		28%	-16	-26

* The answer scale used for Q41 includes the following options: very high, high, average, low, very low.

Legend:

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Impossible to answer, not applicable to my work
- I prefer not to answer

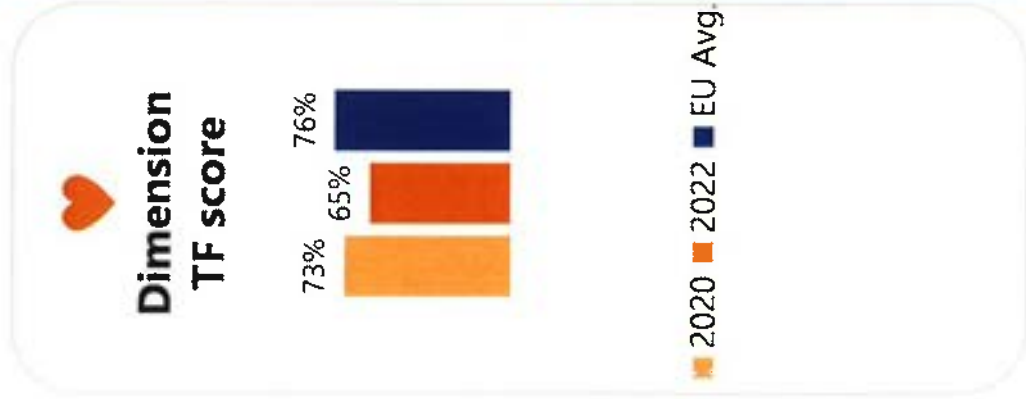
Benchmarking legend:

- At least 5 points greater than previous survey/ EU Agency average
- At least 5 points lower than previous survey/ EU Agency average
- Between -5 points and +5 points relative to the previous survey / EU Agency average

'Senior Management Team' refers to the Director in office prior to 16 June 2022 and Heads of Department.

Dimension 12: Organisation, sense of belonging

Analysis of results



Areas of strength

- 92% and 85% of survey respondents are **proud to work for the EU** (this is also the highest scoring question of the survey) and that they feel **their work contributes to F4E achieving its objectives**, respectively (Q58 and Q9).
- High proportions of respondents say they are **proud to work at F4E** (Q50: 84% TF) and **feel motivated to continue contributing to F4E's success** (Q56: 82% TF).
- 76% of respondents feel **F4E is a good place to work** (Q57), despite an 8 p.p. decrease since 2020.

Areas for improvement

- Q51 about staff appreciation of the **working environment** at F4E and Q47 about the possibility to **recommend F4E as a good place to work** scored slightly below the overall Dimension TF (63% TF) and – 12 p.p. and – 13 p.p. respectively compared to 2020.
- Only 28% of survey respondents say they **trust the Senior Management Team** of F4E (Q53). This is also one of the bottom 10 questions of the survey, registering a – 16 p.p. and – 26 p.p. compared to the 2020 results and the EU benchmark respectively.
- 40% of respondents **feel that the Senior Management Team relies on F4E staff** (Q54). This question shows a 10 p.p. drop since 2020 SES.
- Only 41% of respondents rate the level of engagement at F4E favourably, – 16 p.p. compared to 2020 (Q41).