



Annex I – Survey questionnaire

Survey questionnaire

Standard closed-ended questions

23. I do not perceive fear when facing mistakes.
24. At F4E, we are open-minded to cope with changes and developments within the organisation.
25. At F4E, we effectively integrate different cultures and ways of working.
26. I can count on the support of my colleagues even if this means additional work for them.
27. The information provided by my Line Manager allows me to understand the reasons for what I have to do and why. (For staff working in matrix, 'Line Manager' refers to your functional Line Manager, not the matrix manager. For other staff, 'Line Manager' refers to the manager you report to on a daily basis.)
28. It is easy for me to get cooperation from colleagues from other units within F4E.
29. My Line Manager delegates activities to me that contribute to my development. (For staff working in matrix, 'Line Manager' refers to your functional Line Manager, not the matrix manager. For other staff, 'Line Manager' refers to the manager you report to on a daily basis.)
30. My Line Manager promotes my visibility within the organisation. (For staff working in matrix, 'Line Manager' refers to your functional Line Manager, not the matrix manager. For other staff, 'Line Manager' refers to the manager you report to on a daily basis.)
31. When problems affect several units, we analyse them together, to resolve them.
32. I receive regular feedback from my Line Manager about how I am performing in my role. (For staff working in matrix, 'Line Manager' refers to your functional Line Manager, not the matrix manager. For other staff, 'Line Manager' refers to the manager you report to on a daily basis.)
33. In my opinion, the different units of F4E give an image of a coordinated team to our external stakeholders.
34. I can count on the support of my Line Manager whenever I need it. (For staff working in matrix, 'Line Manager' refers to your functional Line Manager, not the matrix manager. For other staff, 'Line Manager' refers to the manager you report to on a daily basis.)
35. My Line Manager acknowledges when my performance is good. (For staff working in matrix, 'Line Manager' refers to your functional Line Manager, not the matrix manager. For other staff, 'Line Manager' refers to the manager you report to on a daily basis.)

Survey questionnaire

Standard closed-ended questions

1. My work is interesting and challenging.
2. I have a clear understanding of my objectives.
3. My objectives are achievable.
4. At F4E, we work in a sound and timely manner.
5. It is a priority for me in my daily work to keep my skills and knowledge up to date.
6. I have enough autonomy to carry out my work.
7. Our methods and procedures promote quality work.
8. I can participate in the decisions that affect my work at F4E.
9. I feel that my work contributes to the achievement of F4E objectives.
10. At F4E, decision-making is objective and transparent.
11. Working in F4E helps me to develop professionally.
12. I feel that I am well suited to my current job.
13. In my unit, we seek to understand the reasons behind problems and make the required changes to prevent recurrence. (For staff working in matrix, 'unit' refers to your reporting unit.)
14. At F4E, we listen carefully to our external stakeholders about their needs and requirements and take these into account in our work.
15. At F4E, we encourage new ideas and anticipate problems before they arise.
16. From what I can see, it is a priority for my unit to improve the services we provide to our stakeholders. (For staff working in matrix, 'unit' refers to your reporting unit.)
17. At F4E, we take decisions and undertake necessary actions with integrity.
18. Within F4E, we are accountable for our actions.
19. In my unit, we persevere in achieving the goals despite any difficulties that may arise. (For staff working in matrix, 'unit' refers to your reporting unit.)
20. I am willing to make an extra effort in my job, in order to deliver the best results.
21. At F4E, we respond effectively to changes (organisational, regulatory...).
22. My unit is transparent when facing problems. (For staff working in matrix, 'unit' refers to your reporting unit.)

Survey questionnaire

Standard closed-ended questions

36. My Line Manager encourages me to cooperate with colleagues from other units. (For staff working in matrix, 'Line Manager' refers to your functional Line Manager, not the matrix manager. For other staff, 'Line Manager' refers to the manager you report to on a daily basis.)
37. My Line Manager helps me to understand F4E's strategy and objectives, and how my job contributes to these. (For staff working in matrix, 'Line Manager' refers to your functional line manager, not the matrix manager. For other staff, 'Line Manager' refers to the manager you report to on a daily basis.)
38. My Line Manager leads by example. (For staff working in matrix, 'Line Manager' refers to your functional Line Manager, not the matrix manager. For other staff, 'Line Manager' refers to the manager you report to on a daily basis.)
39. My Line Manager instils enthusiasm and commitment within our team. (For staff working in matrix, 'Line Manager' refers to your functional Line Manager, not the matrix manager. For other staff, 'Line Manager' refers to the manager you report to on a daily basis.)
40. When I work with colleagues from other teams, the achievement of the common goal is more important than the individual goals.
41. How would you rate the level of engagement currently exhibited by F4E staff?
42. The learning opportunities I get help me to keep my technical knowledge and skills updated.
43. The opinion of staff is taken into account for improving F4E activities.
44. F4E creates the right working environment to promote a healthy work-life balance.
45. I am rewarded fairly when compared to others in the organisation doing similar work.
46. I believe the Senior Management Team has a clear vision of the direction in which F4E should be led. ('Senior Management Team' refers to the Director in office prior to 16 June 2022 and Heads of Department.)
47. I would recommend F4E as a good place to work.
48. The All Management Team gives us a clear picture of the mission and goals of F4E. ('All Management Team' refers to the Director in office prior to 16 June 2022, Heads of Department, Heads of Division, Heads of Unit and Group Leaders.)

Survey questionnaire

Standard closed-ended questions

49. I perceive that the Senior Management Team is committed to the development of F4E. ('Senior Management Team' refers to the Director in office prior to 16 June 2022 and Heads of Department.)
50. I'm proud to work for F4E.
51. The working environment at F4E is respectful.
52. I believe that F4E is committed to the fair treatment of staff.
53. I trust the Senior Management Team of F4E. ('Senior Management Team' refers to the Director in office prior to 16 June 2022 and Heads of Department.)
54. I feel that the Senior Management Team relies on F4E staff. ('Senior Management Team' refers to the Director in office prior to 16 June 2022 and Heads of Department.)
55. I believe the results of this survey will be taken into account, in order to make improvements.
56. I feel motivated to continue contributing to F4E's future success.
57. For me, F4E is a good place to work.
58. I am proud to work for the EU.

Survey questionnaire

Additional closed-ended questions

59. I feel that everybody is valued, respected and has the same career opportunities irrespective of gender, sexual orientation, age, disability.
60. Access to transversal information across departments/divisions/units/groups (i.e., know-how/best-practice sharing) is facilitated within the organisation.
61. My Line Manager supports my professional development through access to technical training related to my job. (For staff working in matrix, 'Line Manager' refers to your functional Line Manager, not the matrix manager. For other staff, 'Line Manager' refers to the manager you report to on a daily basis.)
62. My Line Manager supports my professional development through access to training on transversal competencies (such as communication, interpersonal skills, team-working, social, digital competences, etc.). (For staff working in matrix, 'Line Manager' refers to your functional Line Manager, not the matrix manager. For other staff, 'Line Manager' refers to the manager you report to on a daily basis.)
63. I am working outside F4E's headquarters (Bcn) and feel that circumstances specific to my duty station are adequately addressed.
64. On average, my workload is about right (i.e., not too high and not too low).
65. There is effective cooperation across the organisation at F4E.
66. The All Management Team members show that diversity (in terms of age, disability, sexual orientation, national origin, etc.) is important through their actions. ('All Management Team' refers to the Director in office prior to 16 June 2022, Heads of Department, Heads of Division, Heads of Unit and Group Leaders.)
67. I feel comfortable giving feedback to my Line Manager. (For staff working in matrix, 'Line Manager' refers to your functional Line Manager, not the matrix manager. For other staff, 'Line Manager' refers to the manager you report to on a daily basis.)
68. I feel that the feedback I receive from my Line Manager is useful, and that I can easily act upon it. (For staff working in matrix, 'Line Manager' refers to your functional Line Manager, not the matrix manager. For other staff, 'Line Manager' refers to the manager you report to on a daily basis.)

Survey questionnaire

Additional closed-ended questions

69. The Senior Management Team members cooperate adequately amongst themselves and encourage inter-departmental cooperation. ('Senior Management Team' refers to the Director in office prior to 16 June 2022 and Heads of Department.)
70. The Senior Management Team leads by example. ('Senior Management Team' refers to the Director in office prior to 16 June 2022 and Heads of Department.)
71. My Line Manager facilitates a good balance between my work-life and my private life. (For staff working in matrix, 'Line Manager' refers to your functional Line Manager, not the matrix manager. For other staff, 'Line Manager' refers to the manager you report to on a daily basis.)
72. I consider that career development is most adequately achieved through vertical mobility, i.e., reclassification/promotion or change to a different function group/type of contract.
73. I consider that career development is most adequately achieved through horizontal mobility, i.e., lateral moves not involving a change of grade or contract (internal selection procedures, transfer, etc.)
74. 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.
75. My desire for mobility is mostly driven by the desire to have tasks and responsibilities that are different than those I currently perform.
76. The possibility to be reassigned and take new responsibilities in another department/division/unit/group motivates me.
77. Horizontal mobility should be used as a talent and reward management tool.
78. I am interested to move into roles for which I currently don't have enough knowledge and experience.

Survey questionnaire

Standard open questions

79. What do you like most about working for F4E?
80. In which areas would you most like to see improvements and changes?

Demographic questions

- Please state your gender.
Please state your role.
Please state your type of contract.
Please state your years of work in F4E.
Have you moved from abroad to your current office location to work for F4E?
Please select your department and your division/unit/other (For staff working in matrix, when indicating your unit, please choose the unit to which you are permanently assigned.)



Annex II – Methodology

Methodology – General approach and data protection

General Approach to the development of the Survey

1. Pre-survey activities comprising a kick-off meeting and interviews with stakeholders to understand the context of F4E, as well as to agree on the survey's content (i.e. co-definition of the additional questions, detailed Gantt for project management, a detailed Communication plan with content and timeline of the multiple communication to be shared).
2. Survey activities comprising the preparation and deployment of the online survey and dispatch of regular flash reports to monitor response rate.
3. Post-survey activities including the preparation of this Report.

Given that this document focuses on the analysis and interpretation of the Survey results, this methodological overview will concentrate on how the Survey was structured, carried out and analysed.

Data Gathering & Data Protection

The market-leading surveying tool “Qualtrics” was used to gather data and carry out the Survey. This is an Application Service Provider (ASP) using a Software-as-a-Service (SaaS) platform for creating and distributing online surveys. Qualtrics is **fully compliant with the GDPR**, in force since 2018, and adheres to the principles contained in **ISO 27002**. It uses Transport Layer Security (TLS) encryption for all transmitted Internet data and all data is considered highly confidential, treated equally, and protected using industry best security practices. Qualtrics provides a convenient way to distribute the survey to a large group of people via email, assuring **security and privacy**. By using the Qualtrics Mailer, customized email invitations were sent, including an **Individual Personal Access Link**, while monitoring response status (i.e. opened but not completed, and completed surveys) and preventing abuse of the Survey. By default, each Individual Link can be used only once. This link automatically saves the respondents' data as they progress through the survey. If they need to leave the survey before finishing, they can return to it at a later date, using any device. **Full anonymity** of Survey respondents is ensured, and data retained only for as long as it is necessary to complete the survey and post-survey analysis activities.

Methodology – Data Analysis

Once the survey closed, the data was analysed to ascertain a detailed overview of the results. This will help the organisation to set up objectives and define an action plan based on the themes that have emerged. Please note that due to rounding, numbers presented throughout the document may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.

Element

Definition

All **standard close-ended questions** were clustered and analysed within **12 dimensions** of interest for all Agencies running Staff Engagement Surveys.

For each question, a respondent could express his opinion by using a **5-point Likert scale**, spanning from «Strongly Agree» (coded with the highest value, i.e. 5) to «Strongly disagree» (coded with the lowest value, i.e. 1), and having the intermediate degrees of agreement (i.e. «Agree», «Neither agree, nor disagree», «Disagree», coded with 4, 3, 2 respectively). Additionally, a respondent could choose whether a question was «**Not applicable**» to their job or whether they did not want to answer («**I prefer not to answer**»). Any of these options could be chosen, so that ignoring a question was not permitted. **Frequency of distribution** of responses, expressed in percentage points, is shown for each surveyed item, detailing how responses are distributed among the 7 possible options.

Closed-ended questions

20 additional closed-ended questions have been specifically requested by the Agency. Respondents could express their opinion by using the same 5-point Likert scale used for the standard closed-ended questions. Frequency of distribution of responses, also expressed in percentage points, is reported for each question.

Methodology – Data Analysis

Element

Definition

«**Total Favourable**» scores (sometimes referred to as TF throughout the report) were computed for each question by summing the percentages of **positive responses**, i.e., «Strongly agree» and «Agree». An **overall TF score** was computed by averaging the TF scores obtained in all 58 closed-ended questions. A **TF score** was also computed **for each dimension**, by averaging the TF scores obtained in all closed-ended questions belonging to that dimension.

TF results for each question, as well as at the dimension and overall level, were compared with the last available Staff Engagement Survey run in F4E, enabling a quick overview of F4E's **evolution** over time. These TF scores were also benchmarked with the aggregated and anonymised latest average scores of other EU Agencies comprising both the current and previous Framework Contracts, enabling insight into the 4FE's performance **relative** to other EU Agencies. This will be explained more in detail, below.

F4E's TF score results for the standard closed-ended questions, as well as at dimension and overall level, are compared in this Report with **EU Inter-Agency "external" benchmarks**. The benchmark is computed based on the TF scores obtained in the 58 standard closed-ended questions by other EU Agencies part of the current or previous Framework Contract that carried out the same Survey from 2020 onward. This includes 15 different EU Agencies, for a total of more than three thousand single respondents. This enables F4E to better assess and understand identified areas of strength and improvement by peer comparison.

Any variation of the total favourable score with respect to the **historical benchmark** is highlighted with colour coding, allowing a quick recognition of areas that increased / decreased most significantly. In particular, we **bordered in dark green and coloured in lighter green** variations that are greater or equal to **+5 percentage points**, whereas we colour in **bordered in dark red and coloured in lighter red** variations that are lower or equal to **-5 percentage points**.


This follows a standard approach used in studies based on Staff Engagement Surveys, where the intent is to highlight differences that are meaningful for the organisation to be noticed. The same method and color coding is used for any comparison of TF scores between sub-groups within breakdowns, when needed (e.g., Departments).

**Total
Favourable**

**EU Inter-
Agency
benchmark**

**Colour
Coding**

Methodology – Data Analysis

Element	Definition
 <p>Engagement Temperature</p>	<p>In our Executive Summary, we include a thermometer to measure what we define as "Engagement temperature", i.e., the overall level of engagement, based on the average of the 58 standard questions. This graphic element allows the organisation to see how this temperature increased or decreased throughout the years. To attach a meaning to these values, we divide the distribution in five parts, also following the previous contractor's methodology in order to ensure comparability of results. The areas are the following: "Red flag" (i.e., an overall TF lower than 25%), "Warning sign" (i.e., an overall TF between 25% to 40%), "The results could be improved" (i.e., values between 40% and 60%), "Moderate strength" (i.e., between 60% to 75%) and "Clear strength" (i.e., when the overall TF is higher than 75%). Should your temperature be a "Red flag" or "Warning sign", it means that corrective actions should be taken as soon as possible, while with "The results could be improved" or "Moderate strength", it is important to pinpoint at areas that scored less than others. Finally, with "Clear strength", it is recommended to maintain this positive level of engagement.</p>
 <p>Anonymity</p>	<p>In addition to ensuring anonymity of the organisation, anonymity of respondents is guaranteed in the data analysis. Survey results are reported in aggregate form and no individual respondent can be identified. Where fewer than 5 responses have been provided, breakdown of responses have not disclosed.</p>
 <p>Open-ended questions</p>	<p>Open comments were gathered at the end of the survey using two standard questions that facilitate the identification of problems/issues, as well as favourable/enjoyable aspects about working at the organisation. Answers to open-ended questions were read and clustered in themes and a word cloud built for each question. This enables an immediate recognition of words most commonly mentioned. Again, respondent anonymity is always ensured.</p>

Methodology – Data Analysis

Element

Definition

Correlation analysis pinpoints to **variables that appear to vary jointly**. It should be noted that this does not provide any evidence of the reason why, nor of the existence of a causality relationship.

In order to study correlation, we computed the **Pearson correlation coefficient** (p) that indicates the strength of a **linear relationship** between two variables; this coefficient can span between +1 and -1 inclusive where:

- **$p=1$ → Total positive correlation:** when one variable increases, the other increases too
- **$p=-1$ → Total negative correlation:** when one variable increases, the other decreases too

In the context of this Staff Engagement Survey, these coefficients should be interpreted as a **measure of the strength to which some questions are related**. Since all questions have the same scale, a **high positive correlation** can signal that the better perception people have on one variable and the better perception they will have on the other correlated variable, so corrective actions on one of them may have an impact on the perception of the other one too.

In order to carry out the analysis of the most relevant correlation results, **four key questions** investigating staff personal and overall engagement at the Agency were identified to be used as **point of reference**. This analysis provides additional insights on the **main drivers** behind staff engagement at F4E. In order to ensure the relevance of the analysis, the following questions were not analysed against any of the four reference questions:

- Q1. *My work is interesting and challenging.*
- Q12. *I feel that I am well suited to my current job.*
- Q20. *I am willing to make an extra effort in my job, in order to deliver the best results.*
- Q41. *How would you rate the level of engagement currently exhibited by F4E staff?*
- Q47. *I would recommend F4E as a good place to work.*
- Q50. *I'm proud to work for F4E.*
- Q56. *I feel motivated to continue contributing to F4E's future success.*
- Q57. *For me, F4E is a good place to work.*
- Q58. *I am proud to work for the EU.*

Correlation
analysis

Methodology – Dimensions Analysis

The standard questionnaire, common to the agencies who had participated to Staff Engagement Surveys in the previous Framework Contract, is based on an internationally and scientifically recognised measurement system for staff engagement. The questionnaire consists of 58 questions that make up the 12 Dimensions, which describe elements of people engagement. A brief description of each dimension is provided below.

Dimension	Definition
<p>1 Professionalism, integrity and independence</p>	<p>The organisation operates in a sound and timely manner. Decision-making within the organisation is objective and transparent, and actions are undertaken with integrity. Members of the organisation keep their skills and knowledge up to date. There is transparency when facing problems, and teams seek to understand the reasons behind problems and ways to address them without feeling fear for making mistakes.</p>
<p>2 Service minded</p>	<p>Listening carefully to external stakeholders about their needs and requirements and addressing them appropriately. Improving the services provided to stakeholders is a priority for the group, as is including taking the opinion of staff into account in order to improve the organisation's activities.</p>
<p>3 Accountability</p>	<p>Individuals are accountable for their actions and are willing to make an extra effort in their jobs in order to deliver the best results. The organisation encourages staff to suggest new ideas and anticipate problems before they arise.</p>

Methodology – Dimensions Analysis

Dimension	Definition
4 Resilience and adaptability	<p>Perseverance in the achievement of goals despite any difficulties that may arise. Effective response to changes and open-mindedness to cope with changes and developments within the organisation.</p>
5 Diversity, respect	<p>Effectively integrating different cultures and ways of working and being committed to the fair treatment of staff.</p>
6 My job	<p>Feeling well-suited to role with work being interesting and challenging. Having achievable objectives and a clear understanding of expectations. Using methods and procedures to deliver quality work and having opportunities for professional development. Having autonomy to carry out work and a voice and the ability to participate in decisions that affect work.</p>
7 Working conditions: development and reward	<p>Individuals develop professionally through learning opportunities to keep their skills and knowledge up to date. Work is interesting and challenging, and Line Managers support individuals by promoting visibility and by delegating activities which contribute to their development. Individuals are rewarded fairly compared to others in the organisation doing similar work.</p>
8 Cooperation	<p>Different groups within the organisation give an image of a coordinated team to external stakeholders. Individuals cooperate with colleagues from other groups within the organisation, and they can count on the support of colleagues even if this means additional work for them. When working with colleagues from other teams, achievement of the common goal is more important than the individual goals.</p>

Methodology – Dimensions Analysis

Dimension	Definition
<p>9 Line Manager</p>	<p>Perceptions related to an individual's relationship with their Line Manager, including: direction and understanding in relation to the organisation's strategy, objectives and role contribution; instilling enthusiasm and commitment feedback on performance and recognition of good performance; delegation of activities, contributing to development and promotion of visibility; encouragement to cooperate with colleagues from other groups.</p>
<p>10 Communication</p>	<p>Management communicates the Agency's mission, strategy and objectives and helps individuals understand how they can contribute to their achievement. Line Managers provide regular feedback on individuals' performance. Individuals participate in decisions that affect their work, and their opinion is taken into account for improving the Agency's activities.</p>
<p>11 Leadership</p>	<p>Leadership has a clear vision of the direction in which the Agency should be led in and is committed to the development of the Agency. Leadership gives staff a clear picture of the Agency's mission and goals. Survey results are taken into account in order to make improvements at the Agency.</p>
<p>12 Organisation, sense of belonging</p>	<p>Attributes describing the organisation and giving a sense of belonging and pride to work for the Agency and the EU. Individuals feel that their work contributes to the achievement of the Agency's objectives and feel motivated to continue contributing to the Agency's future success. Individuals feel that the working culture is respectful, have trust in the Agency's management, believe that the Agency is a good place to work and would recommend it to others.</p>

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