

W O R L D B A N K G R O U P
EMPLOYEE
ENGAGEMENT
SURVEY

**World Bank Group
2013 Employee Engagement Survey
Summary of Results**

The contents of this document are strictly internal. Please do not share externally.

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How to Read the Data Report

The results for each survey item are displayed on separate pages in this report in questionnaire order. The reporting groups for which results are available are listed down the left-hand side of the page. All results are reported as percentages. Please note that no trend information is shown for those items that are either new or re-worded from the 2009 Staff Survey. The corresponding trend shows "No Data to Report" or "N/A" in all these cases. In order to preserve the anonymity and confidentiality of staff, no results are shown for any question with less than 6 responses. These questions are also marked as "No Data to Report".

STRICTLY INTERNAL

World Bank Group Summary of Results

WBG 2013 Employee Engagement Survey

Item	Percent of Respondents			Category Response					Valid N	Diff From Norm *
	Favorable	Neutral	Unfavorable	5	4	3	2	1		
Institution										
Survey item. 1. How would you rate the World Bank Group as a place to work compared with other employers you know about?										
<i>World Bank Group 2013</i>	80	16	4	36	44	16	3	1	13057	+7
<i>World Bank Group 2009</i>	84	13	3	42	43	13	2	0	11670	
Reporting group. 2. I am proud to work at the WBG.										
<i>World Bank Group 2013</i>	90	8	2	47	43	8	1	0	12974	+4
<i>World Bank Group 2009</i>	89	9	2	43	47	9	1	0	11628	
3. The WBG inspires me to do my best work.										
<i>World Bank Group 2013</i>	72	19	10	27	45	19	8	2	12642	+9
<i>World Bank Group 2009</i>	No Data to Report									
4. The WBG is the best place to work in development.										
<i>World Bank Group 2013</i>	67	25	8	27	40	25	7	1	12547	N/A
<i>World Bank Group 2009</i>	No Data to Report									

* Difference from IFI norm unless otherwise specified (# = Midas Norm).

Indicates difference between WBG favorable scores and the International Financial Institutions (IFIs) norms, wherever available. When no IFI norm is available, MIDAS norms are used (indicated with '#'). When no IFI or MIDAS norms are available, "N/A" is used.

Percent favorable, neutral and unfavorable responses to the survey item - represented graphically and by percent.

Percent of respondents selecting each response category.

The number of people responding to each survey item.

Note: Trend comparisons from the 2009 Staff Survey are shown whenever possible. The 2009 data may have been recalculated to take into account the current 2013 organizational structure. In cases where recalculations have been done, the 2009 trend data shown in this report may not match the data shown in the corresponding 2009 Staff Survey report.

Normative data, or external benchmarks, are displayed wherever they are available. There are two benchmark sources – the International Financial Institution (IFI) norms and the MIDAS norms. The IFI norms contain the following organizations: AfDB, IDB, IMF, WBG and UNDP; while MIDAS norms contain mainly private financial institutions such as Ameriprise, Barclays, CitiGroup, Deutsche Bank, Goldman Sachs, JPMorgan Chase, Morgan Stanley, Prudential Financial, and WBG.

Responses add up to 100% (+/- 1 percentage point due to computer rounding).

**World Bank Group
Summary of Results**

Item	Percent of Respondents			Category Response					Valid N	Diff From Norm *
	Favorable	Neutral	Unfavorable	5	4	3	2	1		
Institution										
1. How would you rate the World Bank Group as a place to work compared with other employers you know about?										
<i>World Bank Group 2013</i>				36	44	16	3	1	13057	+7
<i>World Bank Group 2009</i>				41	43	13	2	1	11670	
2. I am proud to work at the WBG.										
<i>World Bank Group 2013</i>				47	43	8	1	0	12974	+4
<i>World Bank Group 2009</i>				42	46	9	1	1	11628	
3. The WBG inspires me to do my best work.										
<i>World Bank Group 2013</i>				27	45	19	8	2	12642	+9
<i>World Bank Group 2009</i>	No Data to Report									
4. The WBG is the best place to work in development.										
<i>World Bank Group 2013</i>				27	40	25	7	1	12547	N/A
<i>World Bank Group 2009</i>	No Data to Report									

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**World Bank Group
Summary of Results**

Item	Percent of Respondents			Category Response					Valid N	Diff From Norm *		
	Favorable	Neutral	Unfavorable	5	4	3	2	1				
Institutional Practices												
5. How would you rate the quality of service that the World Bank Group provides to its external clients?												
<i>World Bank Group 2013</i>	79			18	3	21	58	18	2	0	12796	+4
<i>World Bank Group 2009</i>	78			18	4	20	58	18	3	1	11561	
6. The WBG focuses its work on the most important development challenges.												
<i>World Bank Group 2013</i>	72			20	8	16	56	20	8	1	12721	N/A
<i>World Bank Group 2009</i>	No Data to Report											
7. The WBG prioritizes development results over the number and volume of transactions.												
<i>World Bank Group 2013</i>	40			31	28	7	33	31	23	5	12412	N/A
<i>World Bank Group 2009</i>	No Data to Report											
8. The WBG is effective in delivering multi-sector solutions.												
<i>World Bank Group 2013</i>	49			31	19	9	41	31	16	3	12402	N/A
<i>World Bank Group 2009</i>	No Data to Report											

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**World Bank Group
Summary of Results**

Item	Percent of Respondents			Category Response					Valid N	Diff From Norm *
	Favorable	Neutral	Unfavorable	5	4	3	2	1		
Institutional Practices (Cont'd.)										
9. The WBG makes institutional decisions in a timely manner.										
<i>World Bank Group 2013</i>	25	31	45	4	21	31	33	11	12546	N/A
<i>World Bank Group 2009</i>	No Data to Report									
10. WBG internal processes and procedures allow me to deliver high-quality services to my clients.										
<i>World Bank Group 2013</i>	42	28	30	6	36	28	22	8	12734	-6
<i>World Bank Group 2009</i>	42	28	29	6	37	28	21	8	11557	
11. WBG internal processes and procedures allow me to deliver timely services to my clients.										
<i>World Bank Group 2013</i>	29	27	43	5	25	27	31	12	12674	N/A
<i>World Bank Group 2009</i>	No Data to Report									
12. Staff in country offices and Washington work together effectively.										
<i>World Bank Group 2013</i>	50	31	19	7	43	31	16	3	12661	N/A
<i>World Bank Group 2009</i>	49	33	18	6	43	33	15	3	11551	

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**World Bank Group
Summary of Results**

Item	Percent of Respondents			Category Response					Valid N	Diff From Norm *
	Favorable	Neutral	Unfavorable	5	4	3	2	1		
Institutional Practices (Cont'd.)										
13. Staff across the organizations (IBRD/IDA, IFC, MIGA, GEF, ICSID) work together effectively.										
	<i>World Bank Group 2013</i>			3	19	37	31	9	12481	N/A
	<i>World Bank Group 2009</i>			No Data to Report						
14. I can report unethical behavior without fear of reprisal.										
	<i>World Bank Group 2013</i>			11	36	29	16	8	12494	-31#
	<i>World Bank Group 2009</i>			No Data to Report						
Leadership / Senior Management										
15. The WBG's overall goals are clearly defined.										
	<i>World Bank Group 2013</i>			25	57	11	5	1	12811	N/A
	<i>World Bank Group 2009</i>			24	61	9	5	1	11637	
16. I have a good understanding of the direction in which the WBG Senior Management is leading the institution.										
	<i>World Bank Group 2013</i>			8	35	29	21	8	12713	-34#
	<i>World Bank Group 2009</i>			10	49	26	12	3	11609	

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**World Bank Group
Summary of Results**

Item	Percent of Respondents			Category Response					Valid N	Diff From Norm *
	Favorable	Neutral	Unfavorable	5	4	3	2	1		
Leadership / Senior Management (Cont'd.)										
17. Senior Management clearly communicates the WBG's strategic priorities.										
<i>World Bank Group 2013</i>	51	28	21	8	43	28	16	5	12673	N/A
<i>World Bank Group 2009</i>	No Data to Report									
18. Senior Management creates a culture of openness and trust.										
<i>World Bank Group 2013</i>	35	35	31	6	29	35	21	10	12629	N/A
<i>World Bank Group 2009</i>	No Data to Report									
19. Senior Management empowers staff to do their best.										
<i>World Bank Group 2013</i>	39	35	26	7	33	35	19	7	12625	N/A
<i>World Bank Group 2009</i>	No Data to Report									
20. Senior Management acts as a unified leadership team.										
<i>World Bank Group 2013</i>	32	40	28	5	26	40	19	9	12447	N/A
<i>World Bank Group 2009</i>	No Data to Report									

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**World Bank Group
Summary of Results**

Item	Percent of Respondents			Category Response					Valid N	Diff From Norm *	
	Favorable	Neutral	Unfavorable	5	4	3	2	1			
Work Group Environment											
21. My work group's goals are clearly defined.											
	<i>World Bank Group 2013</i>	77	12	10	22	55	12	8	2	12721	N/A
	<i>World Bank Group 2009</i>	79	12	10	24	55	12	7	2	11506	
22. Responsibilities and accountabilities are clearly defined in my work group.											
	<i>World Bank Group 2013</i>	70	15	15	19	50	15	11	3	12694	N/A
	<i>World Bank Group 2009</i>	No Data to Report									
23. My work group has the resources necessary to do quality work.											
	<i>World Bank Group 2013</i>	56	19	25	12	44	19	20	5	12654	-7
	<i>World Bank Group 2009</i>	No Data to Report									
24. The workflow in my work group is well organized.											
	<i>World Bank Group 2013</i>	59	22	19	13	46	22	15	4	12654	N/A
	<i>World Bank Group 2009</i>	63	19	18	16	48	19	14	4	11500	

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**World Bank Group
Summary of Results**

Item	Percent of Respondents			Category Response					Valid N	Diff From Norm *
	Favorable	Neutral	Unfavorable	5	4	3	2	1		
Work Group Environment (Cont'd.)										
25. The people in my work group cooperate with one another to get the job done.										
<i>World Bank Group 2013</i>	78	13	9	25	53	13	6	3	12692	-6#
<i>World Bank Group 2009</i>	79	13	8	28	50	13	6	2	11507	
26. There is effective collaboration across different work groups.										
<i>World Bank Group 2013</i>	55	28	17	10	44	28	14	3	12619	+6
<i>World Bank Group 2009</i>	66	21	14	18	47	21	11	3	11498	

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**World Bank Group
Summary of Results**

Item	Percent of Respondents			Category Response					Valid N	Diff From Norm *
	Favorable	Neutral	Unfavorable	5	4	3	2	1		
Leadership / Managers										
27. My manager demonstrates the technical skills to effectively lead the group.										
<i>World Bank Group 2013</i>	77	13	10	34	43	13	7	4	12675	N/A
<i>World Bank Group 2009</i>	78	13	9	38	41	13	6	3	11102	
28. My manager demonstrates the people management skills to effectively lead the group.										
<i>World Bank Group 2013</i>	68	15	17	29	39	15	10	6	12642	N/A
<i>World Bank Group 2009</i>	68	17	15	31	37	17	10	5	11083	
29. My manager acts with honesty and integrity.										
<i>World Bank Group 2013</i>	80	12	7	40	40	12	4	3	12630	N/A
<i>World Bank Group 2009</i>	81	13	7	44	37	13	4	3	11093	
30. My manager provides me with timely feedback to enhance my performance.										
<i>World Bank Group 2013</i>	68	18	14	28	40	18	10	4	12609	N/A
<i>World Bank Group 2009</i>	67	19	14	28	39	19	9	5	11087	

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**World Bank Group
Summary of Results**

Item	Percent of Respondents			Category Response					Valid N	Diff From Norm *	
	Favorable	Neutral	Unfavorable	5	4	3	2	1			
Leadership / Managers (Cont'd.)											
31. My manager encourages me to take informed risks.											
	<i>World Bank Group 2013</i>	61	24	15	24	36	24	10	5	12490	N/A
	<i>World Bank Group 2009</i>	No Data to Report									
32. Rate your manager on dealing fairly with everyone - playing no favorites.											
	<i>World Bank Group 2013</i>	66	20	14	33	32	20	8	6	12548	+3
	<i>World Bank Group 2009</i>	No Data to Report									
33. Rate your manager on coaching you on your career development.											
	<i>World Bank Group 2013</i>	52	26	22	23	30	26	13	8	12496	+3
	<i>World Bank Group 2009</i>	No Data to Report									

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**World Bank Group
Summary of Results**

Item	Percent of Respondents			Category Response					Valid N	Diff From Norm *			
	Favorable	Neutral	Unfavorable	5	4	3	2	1					
My Job / Career													
34. I have clearly defined goals and objectives agreed with my manager.													
	World Bank Group 2013			78	14	8	26	52	14	6	2	12585	N/A
	World Bank Group 2009			No Data to Report									
35. I can see a clear link between my work and WBG's goals.													
	World Bank Group 2013			76	17	7	23	53	17	5	2	12566	-3#
	World Bank Group 2009			No Data to Report									
36. My job makes good use of my skills and abilities.													
	World Bank Group 2013			71	15	14	23	48	15	11	4	12615	-2
	World Bank Group 2009			70	15	15	23	48	15	10	5	11456	
37. I can easily access the relevant knowledge I need to serve my clients.													
	World Bank Group 2013			70	19	11	17	53	19	9	2	12572	N/A
	World Bank Group 2009			No Data to Report									

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**World Bank Group
Summary of Results**

Item	Percent of Respondents			Category Response					Valid N	Diff From Norm *	
	Favorable	Neutral	Unfavorable	5	4	3	2	1			
My Job / Career (Cont'd.)											
38. I feel encouraged to find new and better ways of doing things.											
	<i>World Bank Group 2013</i>	66	21	14	20	45	21	10	3	12592	-12#
	<i>World Bank Group 2009</i>	70	17	13	26	45	17	10	3	11442	
39. I feel free to take informed risks in doing my work.											
	<i>World Bank Group 2013</i>	57	26	17	15	42	26	13	4	12470	-11#
	<i>World Bank Group 2009</i>	63	22	15	18	44	22	11	4	11423	
40. I am motivated to contribute more than is expected of me in my job.											
	<i>World Bank Group 2013</i>	72	16	12	28	44	16	8	4	12608	N/A
	<i>World Bank Group 2009</i>	73	15	12	31	42	15	8	4	11448	
41. Compared to other organizations you may know about, how would you rate the World Bank Group on your opportunity for career advancement?											
	<i>World Bank Group 2013</i>	41	33	25	13	28	33	18	7	12629	+6
	<i>World Bank Group 2009</i>	No Data to Report									

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**World Bank Group
Summary of Results**

Item	Percent of Respondents			Category Response					Valid N	Diff From Norm *
	Favorable	Neutral	Unfavorable	5	4	3	2	1		
Learning / Development										
42. How much does your job offer you a chance to learn new skills and develop your talents?										
<i>World Bank Group 2013</i>	51	31	18	18	33	31	15	3	12605	-2
<i>World Bank Group 2009</i>	No Data to Report									
43. Compared to other organizations you may know about, how would you rate the WBG on providing learning opportunities so that you can handle your present job properly?										
<i>World Bank Group 2013</i>	61	28	11	23	39	28	9	2	12576	+13
<i>World Bank Group 2009</i>	No Data to Report									
44. The WBG provides learning opportunities that are good for my professional growth.										
<i>World Bank Group 2013</i>	65	23	12	16	49	23	10	2	12591	N/A
<i>World Bank Group 2009</i>	No Data to Report									
45. I have adequate opportunities to participate in relevant learning offered by the WBG.										
<i>World Bank Group 2013</i>	54	25	21	12	42	25	17	4	12577	N/A
<i>World Bank Group 2009</i>	No Data to Report									

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**World Bank Group
Summary of Results**

Item	Percent of Respondents			Category Response					Valid N	Diff From Norm *
	Favorable	Neutral	Unfavorable	5	4	3	2	1		
Performance / Rewards										
46. Staff are rewarded according to their job performance.										
<i>World Bank Group 2013</i>	38	28	33	6	32	28	22	11	12442	-13#
<i>World Bank Group 2009</i>	35	37	28	5	30	37	20	9	11297	
47. Staff and manager changes (e.g., promotions, reassignments) in my work group are made on an objective basis.										
<i>World Bank Group 2013</i>	39	35	25	7	32	35	16	9	12157	N/A
<i>World Bank Group 2009</i>	47	32	21	10	37	32	14	7	11274	
48. The year-end evaluation by my manager provides me with effective information on how I can improve.										
<i>World Bank Group 2013</i>	58	26	16	13	45	26	11	5	12220	N/A
<i>World Bank Group 2009</i>	No Data to Report									
49. My manager expects high standards of performance.										
<i>World Bank Group 2013</i>	86	11	3	31	55	11	2	1	12450	N/A
<i>World Bank Group 2009</i>	No Data to Report									

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**World Bank Group
Summary of Results**

Item	Percent of Respondents			Category Response					Valid N	Diff From Norm *
	Favorable	Neutral	Unfavorable	5	4	3	2	1		
Performance / Rewards (Cont'd.)										
50. Poor performance is typically not tolerated.										
	World Bank Group 2013			12	38	28	16	6	12287	+11
	World Bank Group 2009			No Data to Report						
51. My manager provides praise, thanks, or other forms of recognition.										
	World Bank Group 2013			25	47	17	7	4	12482	N/A
	World Bank Group 2009			No Data to Report						
52. How would you rate the quality of discussions you have had with your manager over the past year? **										
	World Bank Group 2013			24	38	26	9	4	12203	N/A
	World Bank Group 2009			26	38	24	8	4	10529	
53. How accurately do you feel your performance was assessed during the last 12 months?										
	World Bank Group 2013			31	37	17	11	5	12090	+1
	World Bank Group 2009			No Data to Report						

* Difference from IFI norm unless otherwise specified (# = Midas Norm).

** Staff/managers are expected to discuss performance, including strengths/areas of development, during the course of the year.

**World Bank Group
Summary of Results**

Item	Percent of Respondents			Category Response					Valid N	Diff From Norm *
	Favorable	Neutral	Unfavorable	5	4	3	2	1		
Performance / Rewards (Cont'd.)										
54. When things go well in the job, how often is your contribution recognized?										
<i>World Bank Group 2013</i>	55	32	13	18	37	32	11	2	12317	+3
<i>World Bank Group 2009</i>	54	32	14	18	36	32	12	3	11284	
Diversity / Inclusion										
55. Rate the World Bank Group on treating staff with respect and dignity as individuals.										
<i>World Bank Group 2013</i>	73	19	8	31	42	19	5	2	12496	+5
<i>World Bank Group 2009</i>	71	21	8	27	45	21	6	2	11651	
56. Rate the World Bank Group on creating an environment of openness and trust.										
<i>World Bank Group 2013</i>	48	32	20	14	33	32	14	6	12465	+5
<i>World Bank Group 2009</i>	49	34	17	13	37	34	13	4	11629	
57. Staff members are treated fairly regardless of gender, age, race/ethnicity, national origin, native language, religion, disability or sexual orientation.										
<i>World Bank Group 2013</i>	69	18	13	26	44	18	9	4	12446	-1
<i>World Bank Group 2009</i>	70	17	13	22	48	17	9	4	11277	

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**World Bank Group
Summary of Results**

Item	Percent of Respondents			Category Response					Valid N	Diff From Norm *
	Favorable	Neutral	Unfavorable	5	4	3	2	1		
Diversity / Inclusion (Cont'd.)										
58. The actions of my VPU management team demonstrate a commitment to diversity and inclusion.										
<i>World Bank Group 2013</i>	69	23	8	22	47	23	5	3	12149	N/A
<i>World Bank Group 2009</i>	67	25	7	19	48	25	5	2	11201	
59. My work group has a climate in which diverse perspectives are valued.										
<i>World Bank Group 2013</i>	72	19	9	22	50	19	6	3	12282	-5#
<i>World Bank Group 2009</i>	73	16	11	25	48	16	7	3	11488	
60. Managers are held accountable when their actions or behaviors are contrary to the institution's values of diversity and inclusion.										
<i>World Bank Group 2013</i>	45	38	17	12	33	38	11	6	11755	N/A
<i>World Bank Group 2009</i>	50	35	14	12	39	35	9	5	11150	

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**World Bank Group
Summary of Results**

Item	Percent of Respondents			Category Response					Valid N	Diff From Norm *
	Favorable	Neutral	Unfavorable	5	4	3	2	1		
Work Life Issues										
61. I can take advantage of the flexible work arrangements (flex time, telecommuting) when I need them.										
<i>World Bank Group 2013</i>	66	18	16	23	43	18	10	6	12358	N/A
<i>World Bank Group 2009</i>	No Data to Report									
62. Work pressures in my job are at acceptable levels.										
<i>World Bank Group 2013</i>	58	19	23	10	48	19	17	6	12454	0
<i>World Bank Group 2009</i>	57	18	25	7	50	18	18	6	11310	
63. I am comfortable with the actions taken to ensure my personal safety at work.										
<i>World Bank Group 2013</i>	85	10	4	28	57	10	3	1	12446	N/A
<i>World Bank Group 2009</i>	83	11	5	25	58	11	4	2	11311	

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**World Bank Group
Summary of Results**

Item	Percent of Respondents			Category Response					Valid N	Diff From Norm *
	Favorable	Neutral	Unfavorable	5	4	3	2	1		
Remuneration										
64. Rate your pay at the World Bank Group.										
				14	41	33	10	3	12463	-4
	No Data to Report									
	<i>World Bank Group 2013</i> <i>World Bank Group 2009</i>									
65. Rate your benefits at the World Bank Group.										
				20	41	27	9	3	12461	-12
	No Data to Report									
	<i>World Bank Group 2013</i> <i>World Bank Group 2009</i>									
66. I have confidence that the WBG will take action on this Engagement Survey.										
				12	34	33	15	6	12429	-11
	No Data to Report									
	<i>World Bank Group 2013</i> <i>World Bank Group 2009</i>									

* Difference from IFI norm unless otherwise specified (# = Midas Norm).

**World Bank Group
Summary of Results**

Key Performance Indicators	Percent of Respondents			Diff From Norm *	Diff From 2009
	Favorable	Neutral	Unfavorable		
	World Bank Group 2013 Valid N = 12566				
Employee Engagement Index	71	18	11	-4	N/A
1. How would you rate the World Bank Group as a place to work compared with other employers you know about?	80	16	4	+7	-4
2. I am proud to work at the WBG.	90	8	2	+4	+1
3. The WBG inspires me to do my best work.	72	19	10	+9	N/A
16. I have a good understanding of the direction in which the WBG Senior Management is leading the institution.	42	29	29	-34#	-17
35. I can see a clear link between my work and WBG's goals.	76	17	7	-3#	N/A
36. My job makes good use of my skills and abilities.	71	15	14	-2	+1
38. I feel encouraged to find new and better ways of doing things.	66	21	14	-12#	-4

Note: EEI is not trended due to inclusion of items new to the 2013 survey.

* Difference from IFI norm unless otherwise specified (# = Midas Norm).

**World Bank Group
Summary of Results**

Key Performance Indicators	Percent of Respondents			Diff From Norm *	Diff From 2009
	Favorable	Neutral	Unfavorable		
World Bank Group 2013 Valid N = 12490					
Managerial Effectiveness Index	67	18	14	N/A	N/A
27. My manager demonstrates the technical skills to effectively lead the group.	77	13	10	N/A	-2
28. My manager demonstrates the people management skills to effectively lead the group.	68	15	17	N/A	-1
29. My manager acts with honesty and integrity.	80	12	7	N/A	-1
30. My manager provides me with timely feedback to enhance my performance.	68	18	14	N/A	+1
31. My manager encourages me to take informed risks.	61	24	15	N/A	N/A
32. Rate your manager on dealing fairly with everyone - playing no favorites.	66	20	14	+3	N/A
33. Rate your manager on coaching you on your career development.	52	26	22	+3	N/A

Note: MEI is not trended due to inclusion of items new to the 2013 survey.

* Difference from IFI norm unless otherwise specified (# = Midas Norm).

**World Bank Group
Summary of Results**

Key Performance Indicators	Percent of Respondents			Diff From Norm *	Diff From 2009
	Favorable	Neutral	Unfavorable		
World Bank Group 2013 Valid N = 11755					
Diversity & Inclusion Index	63	25	13	N/A	0
55. Rate the World Bank Group on treating staff with respect and dignity as individuals.	73	19	8	+5	+1
56. Rate the World Bank Group on creating an environment of openness and trust.	48	32	20	+5	-2
57. Staff members are treated fairly regardless of gender, age, race/ethnicity, national origin, native language... **	69	18	13	-1	-2
58. The actions of my VPU management team demonstrate a commitment to diversity and inclusion.	69	23	8	N/A	+1
59. My work group has a climate in which diverse perspectives are valued.	72	19	9	-5#	-1
60. Managers are held accountable when their actions or behaviors are contrary to the institution's values of diversity and inclusion.	45	38	17	N/A	-6

* Difference from IFI norm unless otherwise specified (# = Midas Norm).

** Also religion, disability or sexual orientation.

**World Bank Group
Summary of Results**

Item Ranking Summary

Item Ranking Summary	Valid N	% FAV
These are the items with the highest percent favorable scores:		
2. I am proud to work at the WBG.	12974	90
49. My manager expects high standards of performance.	12450	86
63. I am comfortable with the actions taken to ensure my personal safety at work.	12446	85
15. The WBG's overall goals are clearly defined.	12811	82
1. How would you rate the World Bank Group as a place to work compared with other employers you know about?	13057	80
These are the items with the greatest increase in favorable scores, as compared to your 2009 results:		
	Valid N	Diff From 2009
46. Staff are rewarded according to their job performance.	12442	+3
63. I am comfortable with the actions taken to ensure my personal safety at work.	12446	+2
55. Rate the World Bank Group on treating staff with respect and dignity as individuals.	12496	+2
58. The actions of my VPU management team demonstrate a commitment to diversity and inclusion.	12149	+2
2. I am proud to work at the WBG.	12974	+1

**World Bank Group
Summary of Results**

Item Ranking Summary

Item Ranking Summary	Valid N	% FAV
These are the items with the lowest percent favorable scores:		
13. Staff across the organizations (IBRD/IDA, IFC, MIGA, GEF, ICSID) work together effectively.	12481	23
9. The WBG makes institutional decisions in a timely manner.	12546	25
11. WBG internal processes and procedures allow me to deliver timely services to my clients.	12674	29
20. Senior Management acts as a unified leadership team.	12447	32
18. Senior Management creates a culture of openness and trust.	12629	35
These are the items with the greatest decrease in favorable scores, as compared to your 2009 results:		
	Valid N	Diff From 2009
16. I have a good understanding of the direction in which the WBG Senior Management is leading the institution.	12713	-17
26. There is effective collaboration across different work groups.	12619	-11
47. Staff and manager changes (e.g., promotions, reassignments) in my work group are made on an objective basis.	12157	-8
39. I feel free to take informed risks in doing my work.	12470	-6
60. Managers are held accountable when their actions or behaviors are contrary to the institution's values of diversity and inclusion.	11755	-5

**World Bank Group
Summary of Results**

Mean / Standard Deviation Summary	Mean	Std. Dev.
1 How would you rate the World Bank Group as a place to work compared with other employers you know about?	4.12	0.83
2 I am proud to work at the WBG.	4.34	0.73
3 The WBG inspires me to do my best work.	3.88	0.95
4 The WBG is the best place to work in development.	3.84	0.95
5 How would you rate the quality of service that the World Bank Group provides to its external clients?	3.97	0.72
6 The WBG focuses its work on the most important development challenges.	3.78	0.82
7 The WBG prioritizes development results over the number and volume of transactions.	3.13	1.02
8 The WBG is effective in delivering multi-sector solutions.	3.36	0.95
9 The WBG makes institutional decisions in a timely manner.	2.73	1.03
10 WBG internal processes and procedures allow me to deliver high-quality services to my clients.	3.09	1.07
11 WBG internal processes and procedures allow me to deliver timely services to my clients.	2.79	1.09
12 Staff in country offices and Washington work together effectively.	3.34	0.93
13 Staff across the organizations (IBRD/IDA, IFC, MIGA, GEF, ICSID) work together effectively.	2.77	0.97
14 I can report unethical behavior without fear of reprisal.	3.25	1.10
15 The WBG's overall goals are clearly defined.	4.00	0.82
16 I have a good understanding of the direction in which the WBG Senior Management is leading the institution.	3.13	1.08
17 Senior Management clearly communicates the WBG's strategic priorities.	3.33	1.01
18 Senior Management creates a culture of openness and trust.	3.00	1.05
19 Senior Management empowers staff to do their best.	3.13	1.02
20 Senior Management acts as a unified leadership team.	3.00	1.01
21 My work group's goals are clearly defined.	3.88	0.92
22 Responsibilities and accountabilities are clearly defined in my work group.	3.71	1.02
23 My work group has the resources necessary to do quality work.	3.39	1.08
24 The workflow in my work group is well organized.	3.48	1.03
25 The people in my work group cooperate with one another to get the job done.	3.92	0.93
26 There is effective collaboration across different work groups.	3.44	0.96
27 My manager demonstrates the technical skills to effectively lead the group.	3.97	1.03
28 My manager demonstrates the people management skills to effectively lead the group.	3.75	1.16

**World Bank Group
Summary of Results**

Mean / Standard Deviation Summary	Mean	Std. Dev.
29 My manager acts with honesty and integrity.	4.11	0.97
30 My manager provides me with timely feedback to enhance my performance.	3.77	1.09
31 My manager encourages me to take informed risks.	3.65	1.10
32 Rate your manager on dealing fairly with everyone - playing no favorites.	3.78	1.17
33 Rate your manager on coaching you on your career development.	3.45	1.21
34 I have clearly defined goals and objectives agreed with my manager.	3.93	0.91
35 I can see a clear link between my work and WBG's goals.	3.92	0.86
36 My job makes good use of my skills and abilities.	3.75	1.04
37 I can easily access the relevant knowledge I need to serve my clients.	3.75	0.91
38 I feel encouraged to find new and better ways of doing things.	3.69	1.01
39 I feel free to take informed risks in doing my work.	3.51	1.03
40 I am motivated to contribute more than is expected of me in my job.	3.84	1.05
41 Compared to other organizations you may know about, how would you rate the World Bank Group on your opportunity for career advancement?	3.22	1.11
42 How much does your job offer you a chance to learn new skills and develop your talents?	3.47	1.05
43 How would you rate the WBG on providing learning opportunities so that you can handle your present job properly?	3.71	0.99
44 The WBG provides learning opportunities that are good for my professional growth.	3.66	0.94
45 I have adequate opportunities to participate in relevant learning offered by the WBG.	3.41	1.03
46 Staff are rewarded according to their job performance.	3.01	1.11
47 Staff and manager changes (e.g., promotions, reassignments) in my work group are made on an objective basis.	3.12	1.05
48 The year-end evaluation by my manager provides me with effective information on how I can improve.	3.49	1.03
49 My manager expects high standards of performance.	4.13	0.76
50 Poor performance is typically not tolerated.	3.33	1.08
51 My manager provides praise, thanks, or other forms of recognition.	3.83	1.01
52 How would you rate the quality of discussions you have had with your manager over the past year?	3.68	1.06
53 How accurately do you feel your performance was assessed during the last 12 months?	3.78	1.14
54 When things go well in the job, how often is your contribution recognized?	3.59	0.97
55 Rate the World Bank Group on treating staff with respect and dignity as individuals.	3.95	0.95
56 Rate the World Bank Group on creating an environment of openness and trust.	3.36	1.07

World Bank Group
Summary of Results

Mean / Standard Deviation Summary	Mean	Std. Dev.
57 Staff members are treated fairly regardless of gender, age, race/ethnicity, national origin, native language, religion, disability or sexual orientation.	3.78	1.05
58 The actions of my VPU management team demonstrate a commitment to diversity and inclusion.	3.80	0.92
59 My work group has a climate in which diverse perspectives are valued.	3.83	0.93
60 Managers are held accountable when their actions or behaviors are contrary to the institution's values of diversity and inclusion.	3.35	1.02
61 I can take advantage of the flexible work arrangements (flex time, telecommuting) when I need them.	3.67	1.11
62 Work pressures in my job are at acceptable levels.	3.38	1.08
63 I am comfortable with the actions taken to ensure my personal safety at work.	4.08	0.79
64 Rate your pay at the World Bank Group.	3.53	0.94
65 Rate your benefits at the World Bank Group.	3.66	0.99
66 I have confidence that the WBG will take action on this Engagement Survey.	3.30	1.06