

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.





Strength of association with engagement



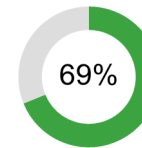
Statistically significant difference from comparison

The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

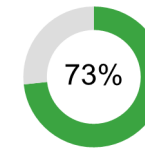
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		44%	0	+1 ✧	-6 ✧
My work		78%	-1	+3 ✧	0
My manager		67%	-1	0	-4 ✧
Pay and benefits		28%	-1	+1	-7 ✧
Learning and development		57%	+1 ✧	+8 ✧	+2 ✧
Organisational objectives and purpose		85%	-2 ✧	+2 ✧	-3 ✧
Resources and workload		71%	+1	-3 ✧	-6 ✧
Inclusion and fair treatment		78%	0	+2 ✧	-1 ✧
My team		80%	0	+1 ✧	-2 ✧

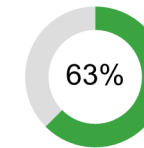
Wellbeing



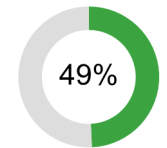
Overall, how satisfied are you with your life nowadays?



Overall, to what extent do you feel that the things you do in your life are worthwhile?

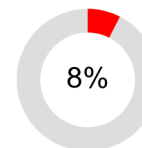


Overall, how happy did you feel yesterday?

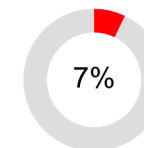


No or low anxiety yesterday

Discrimination, bullying and harassment

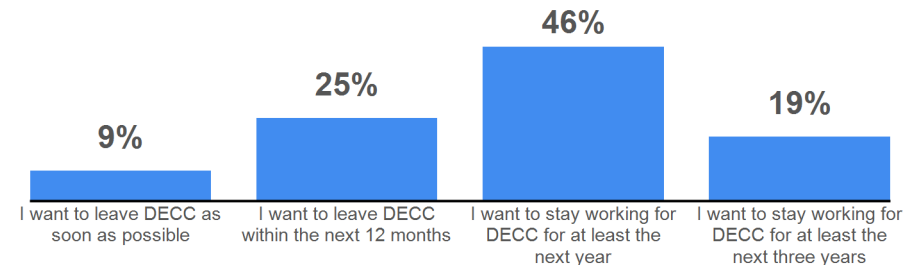


During the past 12 months have you personally experienced discrimination at work?



During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future





All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

78% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	41	49	7			91%	0	+1 ◆	-2 ◆
B02 I am sufficiently challenged by my work	34	46	10	8		80%	-2 ◆	+1 ◆	-2 ◆
B03 My work gives me a sense of personal accomplishment	25	52	13	9		76%	0	+1 ◆	-2 ◆
B04 I feel involved in the decisions that affect my work	17	45	19	15		62%	-2 ◆	+6 ◆	0
B05 I have a choice in deciding how I do my work	26	55	11	6		81%	-1	+7 ◆	+1 ◆

Organisational objectives and purpose

85% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of DECC's purpose	29	58	8			88%	-2 ◆	+2 ◆	-3 ◆
B07 I have a clear understanding of DECC's objectives	25	58	11	5		83%	-3 ◆	+2 ◆	-3 ◆
B08 I understand how my work contributes to DECC's objectives	31	54	10			84%	-2 ◆	+1 ◆	-4 ◆



All questions by theme

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My manager

67% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	21	49	16	10		70%	-1	+2 ◆	-1 ◆
B10 My manager is considerate of my life outside work	41	44	10			85%	+1	+4 ◆	-1 ◆
B11 My manager is open to my ideas	37	47	9	5		84%	+1	+5 ◆	0
B12 My manager helps me to understand how I contribute to DECC's objectives	16	43	28	10		60%	-3 ◆	-5 ◆	-9 ◆
B13 Overall, I have confidence in the decisions made by my manager	27	51	13	6		78%	-2 ◆	+5 ◆	+1 ◆
B14 My manager recognises when I have done my job well	29	51	13	6		79%	-1 ◆	+2 ◆	-2 ◆
B15 I receive regular feedback on my performance	16	45	20	15		61%	-1	-4 ◆	-8 ◆
B16 The feedback I receive helps me to improve my performance	16	45	26	10		61%	+2 ◆	0	-5 ◆
B17 I think that my performance is evaluated fairly	15	44	24	11	6	59%	0	-4 ◆	-8 ◆
B18 Poor performance is dealt with effectively in my team	6	28	48	11	6	35%	-3 ◆	-5 ◆	-8 ◆

My team

80% 0

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	35	49	10			84%	0	0	-2 ◆
B20 The people in my team work together to find ways to improve the service we provide	29	52	14			81%	-1	+1 ◆	-2 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	26	49	18	5		75%	0	+1 ◆	-3 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

Learning and development

57% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	15	54	19	10		69%	0	+7 ◆	+2 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	45	31	9		57%	+1	+6 ◆	+1
B24	There are opportunities for me to develop my career in DECC	11	41	26	16	6	52%	+3 ◆	+10 ◆	+3 ◆
B25	Learning and development activities I have completed while working for DECC are helping me to develop my career	10	40	35	12		50%	+3 ◆	+7 ◆	+1

Inclusion and fair treatment

78% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	28	54	10	5		82%	0	+3 ◆	0
B27	I am treated with respect by the people I work with	33	54	8			87%	0	+3 ◆	+1 ◆
B28	I feel valued for the work I do	21	49	16	11		69%	0	+5 ◆	0
B29	I think that DECC respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	49	17	7		72%	0	-2 ◆	-6 ◆



All questions by theme

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Resources and workload **71%** +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	20	60	11	6		80%	+1	-4 ◆	-6 ◆
B31 I get the information I need to do my job well	15	55	18	10		70%	+1	0	-3 ◆
B32 I have clear work objectives	19	56	15	8		74%	+2 ◆	-1 ◆	-5 ◆
B33 I have the skills I need to do my job effectively	26	62	9			88%	+1 ◆	-1 ◆	-3 ◆
B34 I have the tools I need to do my job effectively	14	55	16	12		69%	-2 ◆	-2 ◆	-6 ◆
B35 I have an acceptable workload	9	46	19	19	7	55%	+3 ◆	-4 ◆	-11 ◆
B36 I achieve a good balance between my work life and my private life	16	46	18	15	5	62%	+3 ◆	-5 ◆	-12 ◆

Pay and benefits **28%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	28		22	30	18	31%	-1	+2 ◆	-5 ◆
B38 I am satisfied with the total benefits package	27		26	28	16	30%	-1 ◆	-1 ◆	-9 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	22		21	31	24	24%	-1	0	-7 ◆



All questions by theme

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Leadership and Managing Change

44% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40	I feel that DECC as a whole is managed well	5	40	31	19	5	45%	+2 ◆	-1	-11 ◆
B41	Senior Civil Servants (SCS) in DECC are sufficiently visible	9	53	23	12		63%	-1	+10 ◆	0
B42	I believe the actions of Senior Civil Servants (SCS) are consistent with DECC's values	7	43	37	9		50%	0	+3 ◆	-5 ◆
B43	I believe that the Executive Committee has a clear vision for the future of DECC		25	52	14	5	29%	+5 ◆	-15 ◆	-23 ◆
B44	Overall, I have confidence in the decisions made by DECC's Senior Civil Servants (SCS)	5	39	39	13	5	44%	+1	0	-7 ◆
B45	I feel that change is managed well in DECC		22	33	30	12	24%	-3 ◆	-7 ◆	-14 ◆
B46	When changes are made in DECC they are usually for the better		23	42	24	9	25%	-2 ◆	-5 ◆	-12 ◆
B47	DECC keeps me informed about matters that affect me	8	59	22	7		67%	-2 ◆	+9 ◆	+3 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	5	38	32	19	7	42%	0	+7 ◆	0
B49	I think it is safe to challenge the way things are done in DECC	6	44	31	14	6	50%	+1 ◆	+9 ◆	+2 ◆



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of DECC	18	48	25	7		66%	+3 ◆	+7 ◆	0
B51 I would recommend DECC as a great place to work	11	40	29	15	6	50%	+1 ◆	+2 ◆	-10 ◆
B52 I feel a strong personal attachment to DECC	11	32	33	18	6	42%	+1	-5 ◆	-12 ◆
B53 DECC inspires me to do the best in my job	9	36	36	15		45%	+2 ◆	0	-6 ◆
B54 DECC motivates me to help it achieve its objectives	9	35	37	15		44%	+2 ◆	+1	-6 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that Senior Civil Servants (SCS) in DECC will take action on the results from this survey	8	41	28	16	6	49%	+5 ◆	+4 ◆	-4 ◆
B56 I believe that managers where I work will take action on the results from this survey	15	47	21	12	5	62%	+3 ◆	+7 ◆	+1 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	8	29	43	14	5	37%	+4 ◆	+2 ◆	-3 ◆



All questions by theme

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Organisational Culture

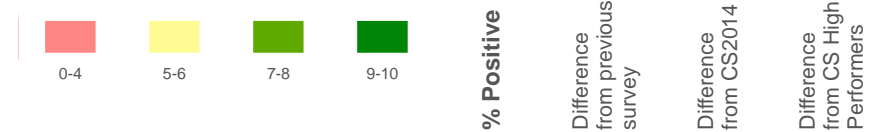
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	29	57	8			86%	-1 ◇	-2 ◇	-5 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	17	55	17	9		72%	+1 ◇	+4 ◇	0
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	15	51	22	8		66%	-2 ◇	+1 ◇	-4 ◇
B61 When I talk about DECC I say "we" rather than "they"	23	54	17	5		76%	-1	+8 ◇	-2 ◇
B62 I have some really good friendships at work	20	47	23	8		67%	+1 ◇	-8 ◇	-12 ◇



All questions by theme

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Wellbeing



Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	11	21	57	12	69%	+2 ◆	+5 ◆	+2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	20	56	18	73%	+1 ◆	+4 ◆	+1 ◆
W03 Overall, how happy did you feel yesterday?	13	24	47	16	63%	+3 ◆	+2 ◆	-1 ◆
W04 Overall, how anxious did you feel yesterday?	18	31	20	30	49%	+4 ◆	-1	-3 ◆



All questions by theme

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Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for DECC?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave DECC as soon as possible		9%	+1	+2 ◇	-1 ◇
I want to leave DECC within the next 12 months		25%	+5 ◇	+11 ◇	+7 ◇
I want to stay working for DECC for at least the next year		46%	-2	+15 ◇	+9 ◇
I want to stay working for DECC for at least the next three years		19%	-3 ◇	-27 ◇	-34 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		3	97%	+2 ◇	+7 ◇	+3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		27	73%	+14 ◇	+9 ◇	+2 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DECC it would be investigated properly?		24	76%	+6 ◇	+8 ◇	+3 ◇

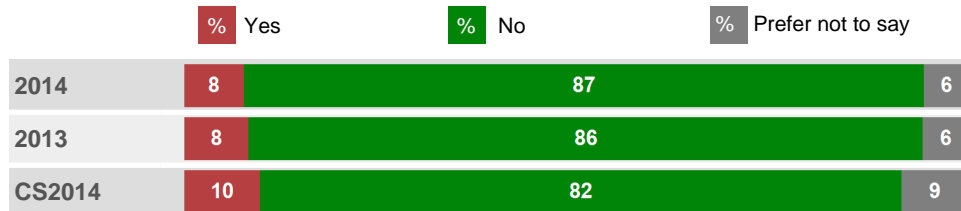


All questions by theme

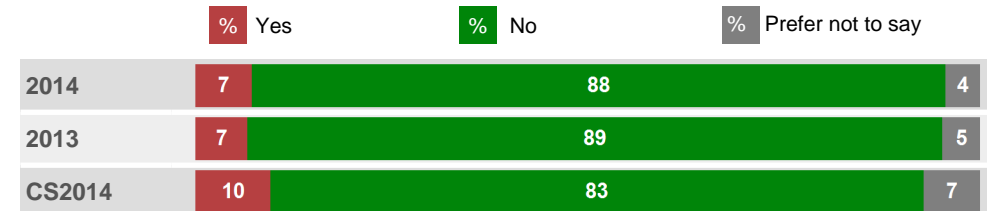
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Discrimination, harassment and bullying

E01. During the past 12 months, have you personally experienced discrimination at work?



E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

Ground	Response Count
Age	30
Caring responsibilities	15
Disability	--
Ethnic background	--
Gender	19
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	40
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	16
Working location	--
Working pattern	34
Any other grounds	23
Prefer not to say	11

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

Who	Response Count
A colleague	19
Your manager	27
Another manager in my part of DECC	24
Someone you manage	--
Someone who works for another part of DECC	15
A member of the public	--
Someone else	--
Prefer not to say	23

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'



All questions by theme

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Dept of Energy & Climate Change questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I am aware of DECC's values	31	63				94%	+1 ◆
F02 My team seeks to embody DECC values in our work	17	54	23	5		71%	0
F03 I believe that DECC is operating as a single joined-up organisation	19	27	37	14		22%	0
F04 I understand what DECC Works aims to achieve	6	41	26	21	6	47%	--
F05 I am optimistic that DECC Works will have a positive impact on working in DECC	25	45	18	7		29%	--
F06 My manager encourages me to make time for learning and development	20	53	19	6		73%	+4 ◆
F07 I have created a personal development plan	Yes: 50%		No: 50%			50%	--
F08 Have you considered L&D in any of the following areas: leading and managing change, commercial, project delivery, digital	Yes: 63%		No: 37%			63%	--
F09 Have you taken part in any volunteering activity or given unpaid help to a club, group or organisation in the last 12 months?	Yes: 41%		No: 59%			41%	+2 ◆



Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2013 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2014 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✨

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2014 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association
with engagement



 the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.