Autumn 2011 survey report for:

Dept of Energy & Climate Change

Returns: 1,125 Response rate: 84%

Your engagement index

60%

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
-2 ✧	+4 ✧	-2 ✧

See the appendix for further details

The three elements of engagement and their component questions are:	% Positive	Difference from previous survey	Difference from CS2011
Say: speaks positively of the organisation...			
B50. I am proud when I tell others I am part of DECC	**66%**	-4 ✧	+14 ✧
B51. I would recommend DECC as a great place to work	**50%**	+1	+7 ✧
Stay: emotionally attached and committed to the organisation...			
B52. I feel a strong personal attachment to DECC	**43%**	-4 ✧	-2 ✧
Strive: motivated to do the best for the organisation...			
B53. DECC inspires me to do the best in my job	**44%**	-5 ✧	+5 ✧
B54. DECC motivates me to help it achieve its objectives	**43%**	-5 ✧	+8 ✧

✧ *= Statistically significant difference from comparison*

The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these 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.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Leadership and managing change		**42%**	-3	+5 ✧	-4 ✧
My work		**77%**	0	+6 ✧	+1
Learning and development		**54%**	+10 ✧	+11 ✧	+4 ✧
My line manager		**66%**	0	+2 ✧	-2 ✧
Organisational objectives and purpose		**88%**	+2 ✧	+7 ✧	+1 ✧
Pay and benefits		**31%**	-6 ✧	0	-8 ✧
Resources and workload		**71%**	+3	-2 ✧	-5 ✧
Inclusion and fair treatment		**77%**	-1	+4 ✧	0
My team		**80%**	0	+4 ✧	0

✧ *= Statistically significant difference from comparison*

Top three key driver themes in more detail

The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2011.

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

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change	Strength of association with engagement:		
B41. Senior Civil Servants (SCS) in DECC are sufficiently visible	**62%**	-6 ✧	+17 ✧
B42. I believe the actions of Senior Civil Servants (SCS) are consistent with DECC's values	**48%**	-4 ✧	+9 ✧
B47. DECC keeps me informed about matters that affect me	**64%**	-5 ✧	+9 ✧
B44. Overall, I have confidence in the decisions made by DECC's Senior Civil Servants (SCS)	**43%**	-5 ✧	+7 ✧
B45. I feel that change is managed well in DECC	**31%**	+1	+4 ✧
B46. When changes are made in DECC they are usually for the better	**26%**	+1	+4 ✧
B49. I think it is safe to challenge the way things are done in DECC	**41%**	-3	+3 ✧
B40. I feel that DECC as a whole is managed well	**41%**	-5 ✧	+1
B48. I have the opportunity to contribute my views before decisions are made that affect me	**36%**	+3	+1
B43. I believe that the Departmental Board has a clear vision for the future of DECC^	**30%**	-5 ✧	-9 ✧
My work	Strength of association with engagement:		
B05. I have a choice in deciding how I do my work	**80%**	+3 ✧	+9 ✧
B04. I feel involved in the decisions that affect my work	**58%**	0	+9 ✧
B02. I am sufficiently challenged by my work	**80%**	-2	+5 ✧
B03. My work gives me a sense of personal accomplishment	**76%**	0	+4 ✧
B01. I am interested in my work	**91%**	-2 ✧	+3 ✧
Learning and development	Strength of association with engagement:		
B22. I am able to access the right learning and development opportunities when I need to	**68%**	+20 ✧	+14 ✧
B24. There are opportunities for me to develop my career in DECC	**45%**	+4 ✧	+14 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	**58%**	+12 ✧	+13 ✧
B25. Learning and development activities I have completed while working for DECC are helping me to develop my career	**44%**	+6 ✧	+5 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.
^ indicates a variation in question wording from your previous survey
✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
My work									
:Strength of association with engagement									
B01. I am interested in my work	45	46	7			**91%**	-2 ✧	+3 ✧	0
B02. I am sufficiently challenged by my work	37	43	11	8		**80%**	-2	+5 ✧	+1
B03. My work gives me a sense of personal accomplishment	26	50	14	8		**76%**	0	+4 ✧	-1 ✧
B04. I feel involved in the decisions that affect my work	15	43	22	15	4	**58%**	0	+9 ✧	-2 ✧
B05. I have a choice in deciding how I do my work	25	55	13	5		**80%**	+3 ✧	+9 ✧	+3 ✧
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of DECC's purpose	35	55	7			**90%**	+1	+6 ✧	+1
B07. I have a clear understanding of DECC's objectives	29	56	11			**85%**	+3 ✧	+6 ✧	+1
B08. I understand how my work contributes to DECC's objectives	34	54	9			**88%**	+4 ✧	+7 ✧	+2 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.
^ indicates a variation in question wording from your previous survey
✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
My line manager :Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	22	47	19	9		69%	+1	+6 ✧	+2 ✧
B10. My manager is considerate of my life outside work	35	47	12	4		82%	+3 ✧	+3 ✧	0
B11. My manager is open to my ideas	34	49	11	4		83%	+1	+5 ✧	+2 ✧
B12. My manager helps me to understand how I contribute to DECC's objectives	16	48	27	7		64%	+3	+6 ✧	0
B13. Overall, I have confidence in the decisions made by my manager	28	48	16	5		76%	+1	+5 ✧	+2 ✧
B14. My manager recognises when I have done my job well	29	50	13	6		79%	-2	+3 ✧	0
B15. I receive regular feedback on my performance	15	44	24	14		59%	0	-1 ✧	-7 ✧
B16. The feedback I receive helps me to improve my performance	16	44	27	11		59%	+1	+2 ✧	-2 ✧
B17. I think that my performance is evaluated fairly	13	41	27	12	7	54%	-5 ✧	-8 ✧	-13 ✧
B18. Poor performance is dealt with effectively in my team	6	27	48	14	5	33%	-3 ✧	-4 ✧	-7 ✧
My team :Strength of association with engagement									
B19. The people in my team can be relied upon to help when things get difficult in my job	33	53	9	4		86%	+2	+4 ✧	+1 ✧
B20. The people in my team work together to find ways to improve the service we provide	28	54	14	4		82%	0	+4 ✧	0
B21. The people in my team are encouraged to come up with new and better ways of doing things	23	50	20	5		73%	-1	+5 ✧	-1

All questions by theme

This section shows the results for each question in the survey, by theme.
^ indicates a variation in question wording from your previous survey
✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Learning and development :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	14	54	20	9		**68%**	+20 ✧	+14 ✧	+5 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	45	31	9		**58%**	+12 ✧	+13 ✧	+6 ✧
B24. There are opportunities for me to develop my career in DECC	9	35	31	18	7	**45%**	+4 ✧	+14 ✧	+6 ✧
B25. Learning and development activities I have completed while working for DECC are helping me to develop my career	9	35	39	12	4	**44%**	+6 ✧	+5 ✧	-1
Inclusion and fair treatment :Strength of association with engagement									
B26. I am treated fairly at work	27	54	12	5		**81%**	-3 ✧	+3 ✧	0
B27. I am treated with respect by the people I work with	31	57	8			**88%**	0	+4 ✧	+1 ✧
B28. I feel valued for the work I do	20	48	18	11	4	**68%**	+1	+8 ✧	+2 ✧
B29. I think that DECC respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	19	52	18	7		**71%**	-1	+1	-5 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.
^ indicates a variation in question wording from your previous survey
✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Resources and workload :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	21	60	12	7		**81%**	+1	-2 ✧	-5 ✧
B31. I get the information I need to do my job well	12	56	20	9		**69%**	-1	+1 ✧	-2 ✧
B32. I have clear work objectives	17	56	16	8		**74%**	+4 ✧	0	-4 ✧
B33. I have the skills I need to do my job effectively	23	66	8			**89%**	+3 ✧	+1 ✧	-1 ✧
B34. I have the tools I need to do my job effectively	13	63	15	8		**76%**	+5 ✧	+6 ✧	0
B35. I have an acceptable workload	6	46	20	20	8	**52%**	+4 ✧	-9 ✧	-13 ✧
B36. I achieve a good balance between my work life and my private life	9	49	18	18	6	**58%**	+4 ✧	-9 ✧	-16 ✧
Pay and benefits :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	4	31	21	29	15	**35%**	-6 ✧	+3 ✧	-5 ✧
B38. I am satisfied with the total benefits package	4	28	27	28	13	**32%**	-7 ✧	-2 ✧	-9 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	24	24	30	18	**27%**	-4 ✧	0	-8 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.
^ indicates a variation in question wording from your previous survey
✧ indicates statistically significant difference from comparison

Leadership and managing change

:Strength of association with engagement

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that DECC as a whole is managed well		38	35	18	6	41%	-5 ✧	+1	-13 ✧
B41. Senior Civil Servants (SCS) in DECC are sufficiently visible	9	53	24	11		62%	-6 ✧	+17 ✧	+3 ✧
B42. I believe the actions of Senior Civil Servants (SCS) are consistent with DECC's values	4	44	38	10	5	48%	-4 ✧	+9 ✧	-2 ✧
B43. I believe that the Departmental Board has a clear vision for the future of DECC^		27	53	12	4	30%	-5 ✧	-9 ✧	-21 ✧
B44. Overall, I have confidence in the decisions made by DECC's Senior Civil Servants (SCS)		40	39	13	5	43%	-5 ✧	+7 ✧	-4 ✧
B45. I feel that change is managed well in DECC		29	38	24	7	31%	+1	+4 ✧	-5 ✧
B46. When changes are made in DECC they are usually for the better		25	51	18	5	26%	+1	+4 ✧	-5 ✧
B47. DECC keeps me informed about matters that affect me	6	58	24	10		64%	-5 ✧	+9 ✧	+2 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me		34	33	24	7	36%	+3	+1	-7 ✧
B49. I think it is safe to challenge the way things are done in DECC	4	38	32	20	7	41%	-3	+3 ✧	-4 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.
^ indicates a variation in question wording from your previous survey
✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of DECC	17	49	26	5		66%	-4 ✧	+14 ✧	+1 ✧
B51. I would recommend DECC as a great place to work	10	40	31	14	5	50%	+1	+7 ✧	-5 ✧
B52. I feel a strong personal attachment to DECC	9	34	36	16	5	43%	-4 ✧	-2 ✧	-10 ✧
B53. DECC inspires me to do the best in my job	9	35	38	15	4	44%	-5 ✧	+5 ✧	-6 ✧
B54. DECC motivates me to help it achieve its objectives	8	35	39	14	4	43%	-5 ✧	+8 ✧	-2 ✧
Taking action									
B55. I believe that Senior Civil Servants (SCS) in DECC will take action on the results from this survey	5	40	32	16	6	45%	-1	+6 ✧	-5 ✧
B56. I believe that managers where I work will take action on the results from this survey	11	46	27	11	5	57%	+3	+9 ✧	+1 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	5	27	49	14	5	32%	-	+3 ✧	-5 ✧

All questions by theme

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 CS2011	Difference from CS High Performers
I want to leave DECC as soon as possible	**5%**	0	-3	-5 ✧
I want to leave DECC within the next 12 months	**16%**	+3 ✧	+5 ✧	+1 ✧
I want to stay working for DECC for at least the next year	**46%**	+1	+19 ✧	+11 ✧
I want to stay working for DECC for at least the next three years	**33%**	-5 ✧	-21 ✧	-27 ✧

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	92	8	**92%**	+1	+6 ✧	0
D02. Are you aware of how to raise a concern under the Civil Service Code?	58	42	**58%**	+11 ✧	-1	-7 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in DECC it would be investigated properly?	72	28	**72%**	+4 ✧	+8 ✧	+1

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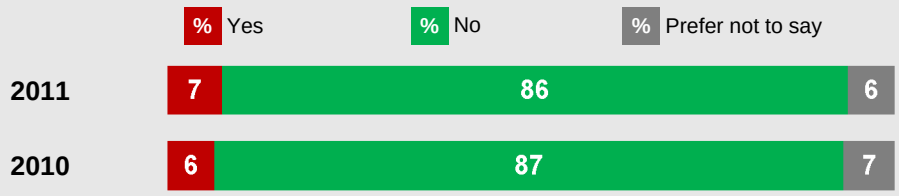
✧ indicates statistically significant difference from comparison

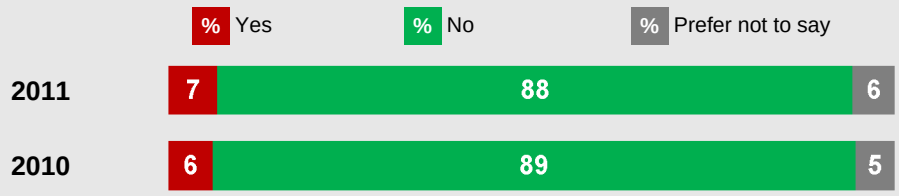
All questions by theme

Discrimination, harassment and bullying

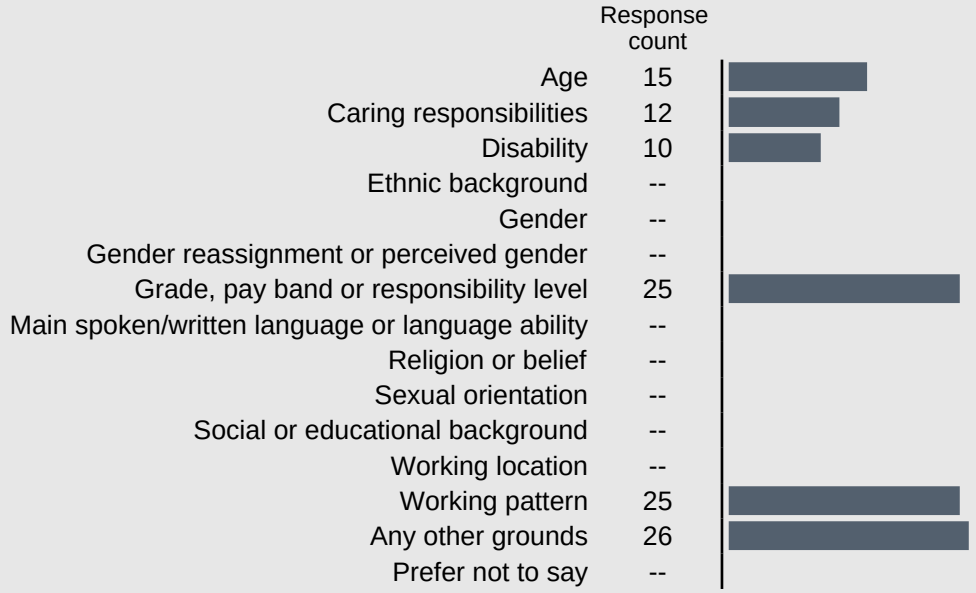
E01. During the past 12 months, have you personally experienced discrimination at work?



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



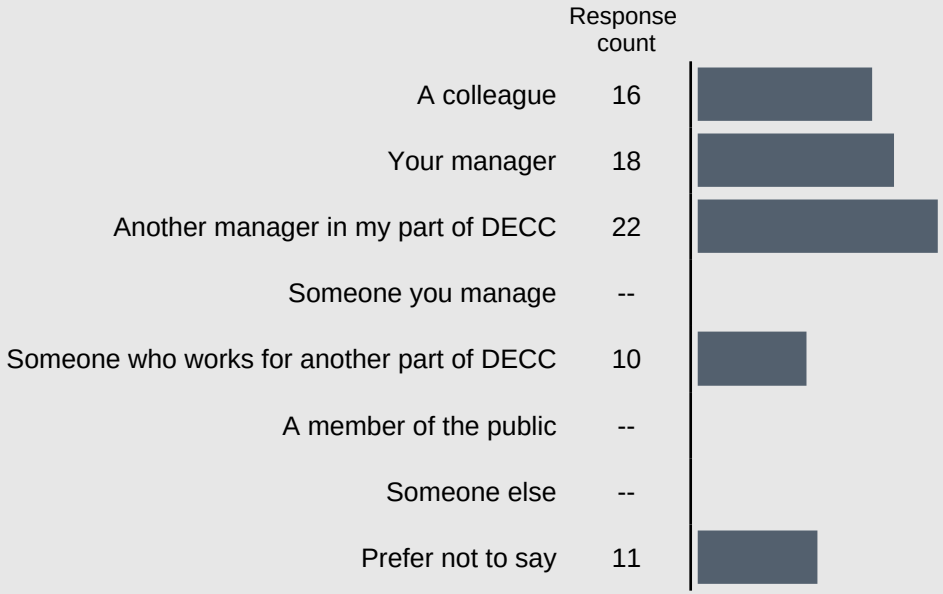
For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



	Response count
Age	15
Caring responsibilities	12
Disability	10
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	25
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	25
Any other grounds	26
Prefer not to say	--

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)



	Response count
A colleague	16
Your manager	18
Another manager in my part of DECC	22
Someone you manage	--
Someone who works for another part of DECC	10
A member of the public	--
Someone else	--
Prefer not to say	11

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

All questions by theme

This section shows the results for each question in the survey, by theme.
^ indicates a variation in question wording from your previous survey
✧ indicates statistically significant difference from comparison

Dept of Energy & Climate Change questions

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from pevious survey
F01. I understand what steps individuals can take to lower their carbon footprint	29	64	5			94%	-
F02. I am aware of DECC's values	34	60	4			95%	-1
F03. My team seeks to embody DECC values in our work	17	56	22	4		73%	-
F04. I understand what DECC's priorities are	18	63	14	5		80%	-
F05. The way my performance is managed motivates me to improve my performance	7	32	33	18	9	39%	-
F06. I believe that DECC is operating as a single joined-up organisation		19	32	35	12	22%	-5 ✧

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 2010 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✧

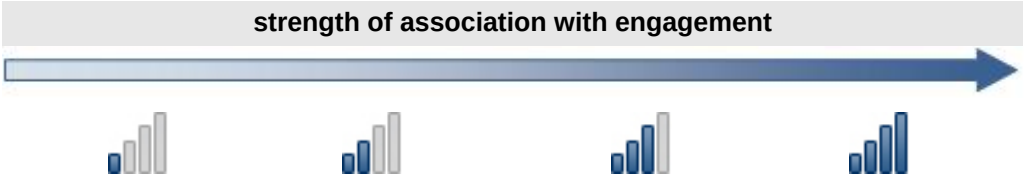
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



the analysis has not identified a significant association with engagement

Confidentiality

This survey was carried out as part of the 2011 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the 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.