



Your engagement index

58%

Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0	0 ✧	-4 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2013
B50. I am proud when I tell others I am part of DECC	63%	0	+7 ✧
B51. I would recommend DECC as a great place to work	49%	+2 ✧	+4 ✧

Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to DECC	41%	+1	-5 ✧
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Strive: motivated to do the best for the organisation...

B53. DECC inspires me to do the best in my job	43%	+1	0
B54. DECC motivates me to help it achieve its objectives	42%	0	+2 ✧

✧ = 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 CS2013	Difference from CS High Performers
Leadership and managing change		44%	+2 ✧	+2 ✧	-7 ✧
My work		79%	+1	+5 ✧	+1 ✧
Pay and benefits		30%	+2 ✧	0	-5 ✧
Learning and development		56%	0	+8 ✧	+1 ✧
My manager		68%	+2 ✧	+1	-2 ✧
Organisational objectives and purpose		87%	+2 ✧	+5 ✧	0
Resources and workload		70%	+1	-3 ✧	-7 ✧
Inclusion and fair treatment		78%	+2 ✧	+3 ✧	0
My team		81%	0	+2 ✧	-1 ✧




✧ = 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 CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change Strength of association with engagement: 			
B41. Senior Civil Servants (SCS) in DECC are sufficiently visible	63%	-1	+12 ◇
B47. DECC keeps me informed about matters that affect me	69%	+2 ◇	+11 ◇
B49. I think it is safe to challenge the way things are done in DECC	48%	+5 ◇	+10 ◇
B42. I believe the actions of Senior Civil Servants (SCS) are consistent with DECC's values	50%	+3 ◇	+7 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	42%	+4 ◇	+6 ◇
B44. Overall, I have confidence in the decisions made by DECC's Senior Civil Servants (SCS)	44%	+2 ◇	+3 ◇
B46. When changes are made in DECC they are usually for the better	27%	+2 ◇	0
B45. I feel that change is managed well in DECC	28%	0	-1 ◇
B40. I feel that DECC as a whole is managed well	42%	+4 ◇	-1 ◇
B43. I believe that the Executive Committee has a clear vision for the future of DECC [^]	24%	-3 ◇	-17 ◇
My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	64%	+6 ◇	+10 ◇
B05. I have a choice in deciding how I do my work	82%	+2 ◇	+9 ◇
B02. I am sufficiently challenged by my work	82%	-3 ◇	+4 ◇
B03. My work gives me a sense of personal accomplishment	77%	0	+2 ◇
B01. I am interested in my work	91%	-1	+2 ◇
Pay and benefits Strength of association with engagement: 			
B37. I feel that my pay adequately reflects my performance	32%	+3 ◇	+3 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	25%	+2 ◇	0
B38. I am satisfied with the total benefits package	32%	+1	-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

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My work

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	44	47	5			91%	-1	+2 ◇	-1 ◇
B02. I am sufficiently challenged by my work	38	43	9	8		82%	-3 ◇	+4 ◇	0
B03. My work gives me a sense of personal accomplishment	27	50	13	9		77%	0	+2 ◇	-2 ◇
B04. I feel involved in the decisions that affect my work	16	48	18	14	5	64%	+6 ◇	+10 ◇	+3 ◇
B05. I have a choice in deciding how I do my work	27	54	11	5		82%	+2 ◇	+9 ◇	+5 ◇

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of DECC's purpose	33	56	8			89%	+3 ◇	+5 ◇	0
B07. I have a clear understanding of DECC's objectives	29	57	10	4		86%	+1 ◇	+6 ◇	+1
B08. I understand how my work contributes to DECC's objectives	33	53	9			87%	+1	+4 ◇	0

All questions by theme

This section shows the results for each question in the survey, by theme.

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My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	21	50	17	8	4	71%	+3 ◇	+6 ◇	+1 ◇
B10. My manager is considerate of my life outside work	37	47	10	4		84%	+1 ◇	+3 ◇	0
B11. My manager is open to my ideas	37	47	10	4		84%	0	+5 ◇	+1 ◇
B12. My manager helps me to understand how I contribute to DECC's objectives	17	46	27	8		62%	0	0	-4 ◇
B13. Overall, I have confidence in the decisions made by my manager	29	51	12	6		80%	+3 ◇	+9 ◇	+4 ◇
B14. My manager recognises when I have done my job well	29	52	12	6		80%	+2 ◇	+3 ◇	0
B15. I receive regular feedback on my performance	15	46	20	14	4	61%	+3 ◇	-3 ◇	-7 ◇
B16. The feedback I receive helps me to improve my performance	14	45	26	10	4	59%	0	0	-6 ◇
B17. I think that my performance is evaluated fairly	14	44	25	9	7	58%	+8 ◇	-5 ◇	-8 ◇
B18. Poor performance is dealt with effectively in my team	7	31	45	11	6	38%	+5 ◇	-1	-4 ◇

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	34	51	11	4		85%	-1	+1 ◇	-1 ◇
B20. The people in my team work together to find ways to improve the service we provide	28	54	13	4		82%	+1	+2 ◇	-1 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	25	50	18	6		75%	-1	+2 ◇	-1 ◇

All questions by theme

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Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	17	53	19	10		69%	+1	+8 ◇	+5 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	43	33	8		56%	+1	+9 ◇	+3 ◇
B24. There are opportunities for me to develop my career in DECC	11	38	28	14	8	50%	0	+12 ◇	+2 ◇
B25. Learning and development activities I have completed while working for DECC are helping me to develop my career	11	36	36	12	4	47%	-1	+6 ◇	-1 ◇

Inclusion and fair treatment

:Strength of association with engagement








Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B26. I am treated fairly at work	28	54	10	5		83%	+2 ◇	+5 ◇	+2 ◇
B27. I am treated with respect by the people I work with	35	53	8			88%	+1	+3 ◇	+1 ◇
B28. I feel valued for the work I do	21	48	17	10	4	69%	+1	+6 ◇	+1 ◇
B29. I think that DECC respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	50	16	8	4	72%	+3 ◇	-1	-6 ◇

All questions by theme

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	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	59	13	7	80%	+1	-4 ◇	-7 ◇	
B31. I get the information I need to do my job well	13	56	19	9	69%	+2 ◇	0	-4 ◇	
B32. I have clear work objectives	18	54	16	8	73%	0	-2 ◇	-7 ◇	
B33. I have the skills I need to do my job effectively	24	63	10		87%	-1	-1 ◇	-3 ◇	
B34. I have the tools I need to do my job effectively	14	58	17	10	72%	+1	0	-4 ◇	
B35. I have an acceptable workload	7	46	20	18	9	52%	+2 ◇	-7 ◇	-13 ◇
B36. I achieve a good balance between my work life and my private life	10	48	18	18	5	59%	+3 ◇	-9 ◇	-14 ◇
Pay and benefits									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance		29	21	29	19	32%	+3 ◇	+3 ◇	-4 ◇
B38. I am satisfied with the total benefits package		29	25	27	16	32%	+1	-1	-6 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		23	23	30	22	25%	+2 ◇	0	-7 ◇

All questions by theme

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Leadership and managing change

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B40. I feel that DECC as a whole is managed well	40	33	20	5	42%	+4 ◇	-1 ◇	-14 ◇	
B41. Senior Civil Servants (SCS) in DECC are sufficiently visible	10	53	20	13	63%	-1	+12 ◇	+2 ◇	
B42. I believe the actions of Senior Civil Servants (SCS) are consistent with DECC's values	6	44	35	10	4	50%	+3 ◇	+7 ◇	-5 ◇
B43. I believe that the Executive Committee has a clear vision for the future of DECC [^]	22	58	13	5	24%	-3 ◇	-17 ◇	-31 ◇	
B44. Overall, I have confidence in the decisions made by DECC's Senior Civil Servants (SCS)	4	40	39	13	5	44%	+2 ◇	+3 ◇	-7 ◇
B45. I feel that change is managed well in DECC	26	41	25	7	28%	0	-1 ◇	-11 ◇	
B46. When changes are made in DECC they are usually for the better	25	50	18	5	27%	+2 ◇	0	-8 ◇	
B47. DECC keeps me informed about matters that affect me	8	61	21	7	69%	+2 ◇	+11 ◇	+5 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	39	31	20	6	42%	+4 ◇	+6 ◇	-1 ◇
B49. I think it is safe to challenge the way things are done in DECC	5	43	30	15	7	48%	+5 ◇	+10 ◇	0

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 CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of DECC	16	47	27	7	7	63%	0	+7 ◇	-2 ◇
B51. I would recommend DECC as a great place to work	10	39	29	17	5	49%	+2 ◇	+4 ◇	-7 ◇
B52. I feel a strong personal attachment to DECC	11	31	34	19	6	41%	+1	-5 ◇	-11 ◇
B53. DECC inspires me to do the best in my job	8	35	37	15	5	43%	+1	0	-7 ◇
B54. DECC motivates me to help it achieve its objectives	7	35	36	16	5	42%	0	+2 ◇	-6 ◇
Taking action									
B55. I believe that Senior Civil Servants (SCS) in DECC will take action on the results from this survey	6	39	30	18	8	45%	-2 ◇	+2 ◇	-8 ◇
B56. I believe that managers where I work will take action on the results from this survey	10	49	21	13	6	60%	+1	+6 ◇	+1
B57. Where I work, I think effective action has been taken on the results of the last survey	5	28	46	14	7	33%	-2 ◇	0	-7 ◇

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

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	29	59	7	4		87%	+4 ◇	-1	-3 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	16	55	19	8		71%	+6 ◇	+3 ◇	0
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	14	54	22	6	4	68%	+6 ◇	+4 ◇	-2 ◇
B61. When I talk about DECC I say "we" rather than "they"	23	54	16	5		77%	+2 ◇	+9 ◇	+1
B62. I have some really good friendships at work	20	46	24	9		66%	+4 ◇	-10 ◇	-13 ◇

Please note these questions were not asked on paper surveys in 2012.

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. This 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.

W01. Overall, how satisfied are you with your life nowadays?	12	21	55	12	67%	+2 ◇	+4 ◇	0
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	20	54	17	72%	0	+3 ◇	-1 ◇
W03. Overall, how happy did you feel yesterday?	15	25	46	14	60%	+4 ◇	0	-3 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	18	28	21	34	45%	+1	-5 ◇	-8 ◇

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 CS2013	Difference from CS High Performers
I want to leave DECC as soon as possible		8%	+1	0	-2 ✧
I want to leave DECC within the next 12 months		20%	+2	+7 ✧	+4 ✧
I want to stay working for DECC for at least the next year		49%	+1	+19 ✧	+14 ✧
I want to stay working for DECC for at least the next three years		23%	-5 ✧	-25 ✧	-35 ✧

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		6	94%	-1 ✧	+5 ✧	+1 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		41	59%	-3 ✧	-5 ✧	-11 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in DECC it would be investigated properly?		29	71%	0	+4 ✧	-2 ✧

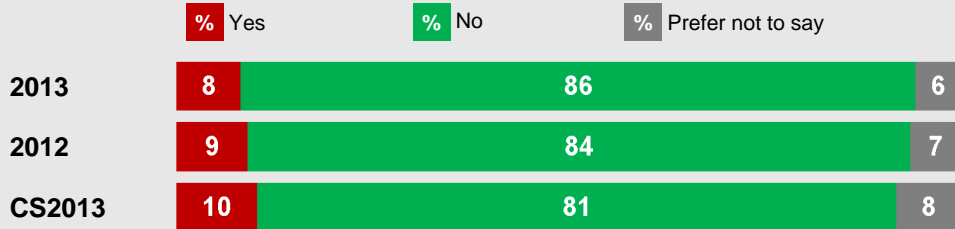
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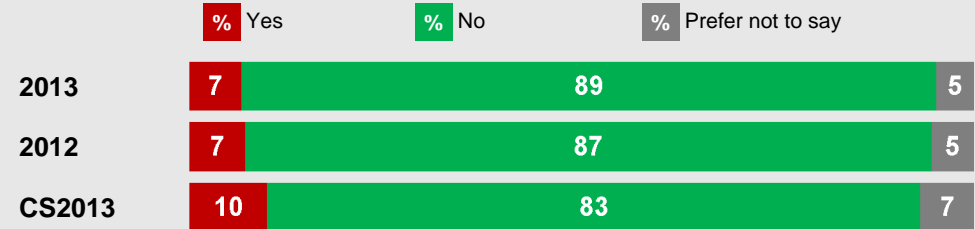
All questions by theme

Discrimination, harassment and bullying

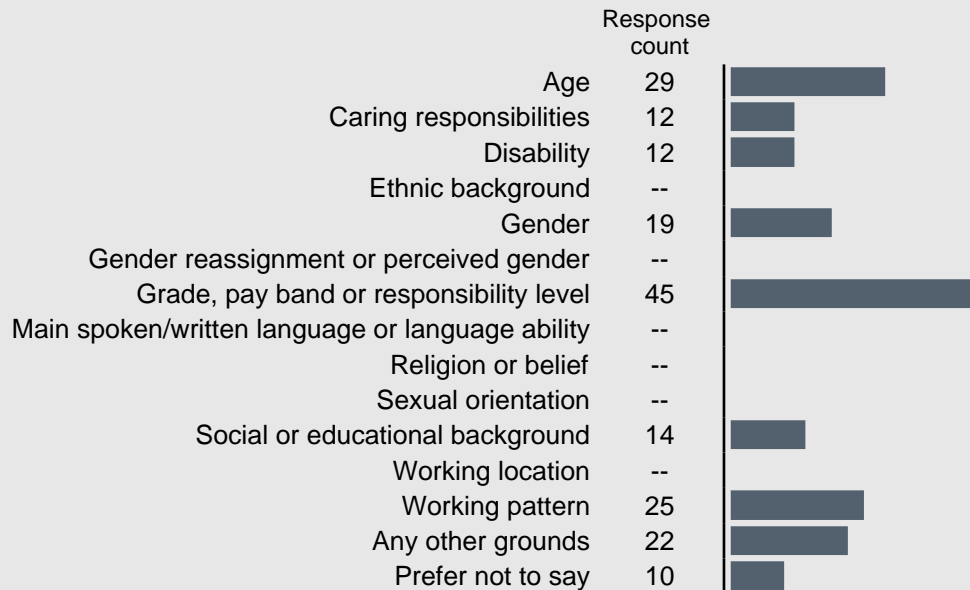
E01. During the past 12 months, have you personally experienced discrimination at work?



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

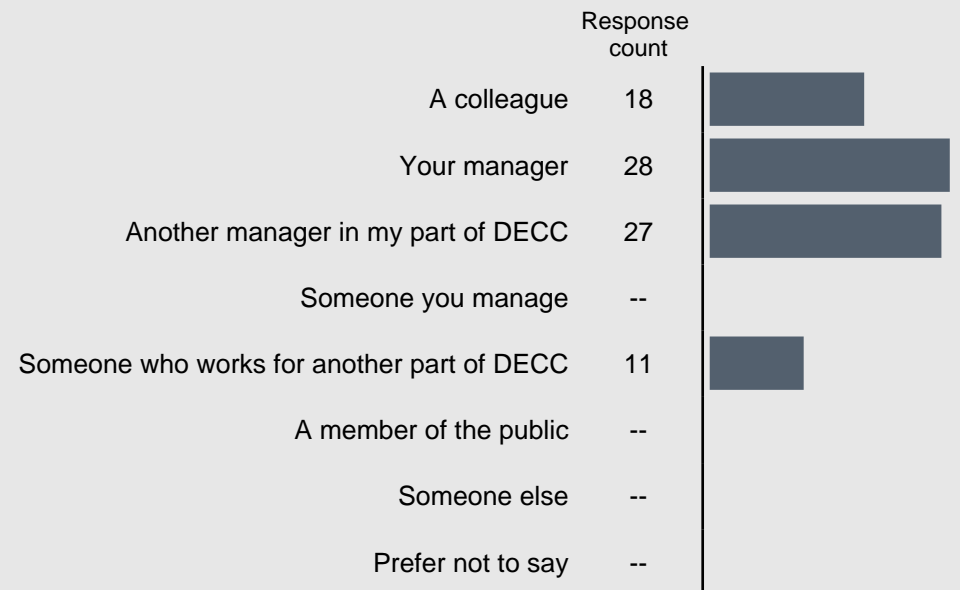


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



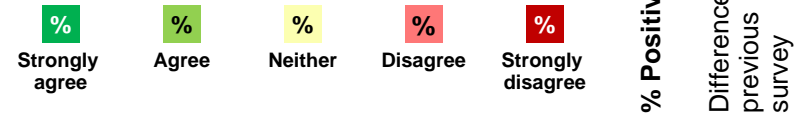
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

This section shows the results for each question in the survey, by theme.

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Dept of Energy & Climate Change questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I understand what steps individuals can take to lower their carbon footprint	30	61	6	0	0	91%	-1 ✦
F02. I am aware of DECC's values	34	59	5	0	0	93%	-2 ✦
F03. My team seeks to embody DECC values in our work	17	54	24	4	0	71%	-2 ✦
F04. I understand what DECC's priorities are	18	60	13	7	0	78%	+3 ✦
F05. The way my performance is managed motivates me to improve my performance	7	35	29	18	12	42%	+4 ✦
F06. I believe managers in DECC are held accountable for the value for money resulting from their decisions	7	39	33	16	5	46%	-
F07. My manager encourages me to make time for learning and development	18	50	20	8	0	69%	+8 ✦
F08. In the past 12 months I have been able to take sufficient time to focus on my learning and development needs	13	36	24	19	7	49%	-
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: 39%		No: 61%			39%	-2 ✦
F10. I believe that DECC is operating as a single joined-up organisation	21	31	34	13	0	22%	0

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 2012 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.
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✦

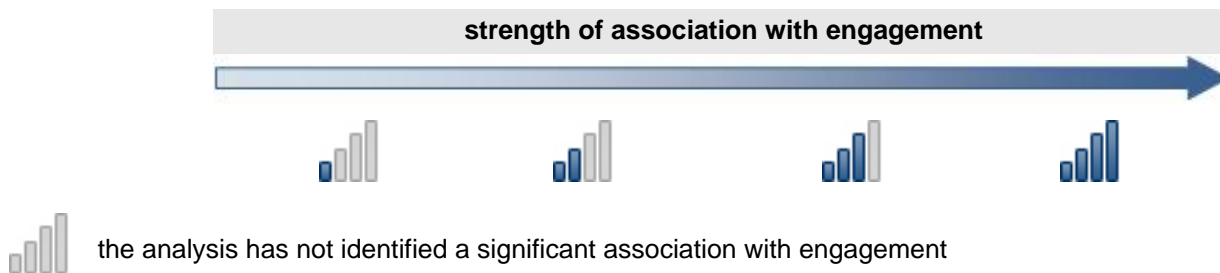
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



Confidentiality

This survey was carried out as part of the 2013 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.