



Returns : 2,003

Response rate : 81%

Civil Service People Survey 2014


 Strength of association with engagement


 Statistically significant difference from comparison

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



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		45%	+2 ✧	+2 ✧	-5 ✧
My work		79%	+1	+4 ✧	0
My manager		68%	0	0	-4 ✧
Resources and workload		71%	+1	-3 ✧	-6 ✧
Pay and benefits		26%	-3 ✧	-2 ✧	-9 ✧
Learning and development		55%	+3 ✧	+6 ✧	0
Organisational objectives and purpose		83%	0	0	-5 ✧
Inclusion and fair treatment		75%	-1 ✧	0	-3 ✧
My team		81%	0	+2 ✧	-1 ✧

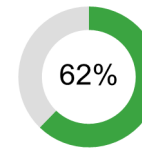


Strength of association with engagement

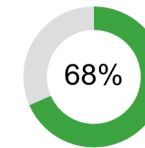


Statistically significant difference from comparison

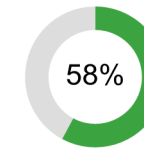
Wellbeing



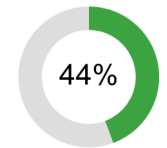
Overall, how satisfied are you with your life nowadays?



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

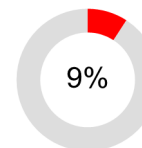


Overall, how happy did you feel yesterday?

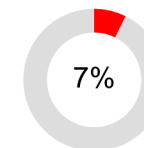


No or low anxiety yesterday

Discrimination, bullying and harassment

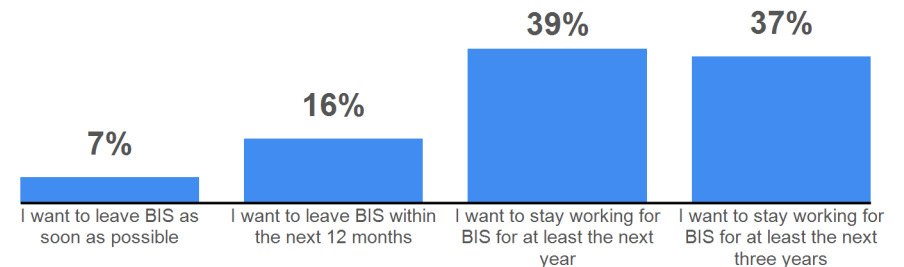


During the past 12 months have you personally experienced discrimination at work?



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

79% +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	50	6			91%	0	+1 ♦	-2 ♦
B02 I am sufficiently challenged by my work	38	45	10	6		83%	0	+4 ♦	+1 ♦
B03 My work gives me a sense of personal accomplishment	27	50	15	6		77%	0	+2 ♦	-1 ♦
B04 I feel involved in the decisions that affect my work	16	47	18	15		63%	+3 ♦	+7 ♦	+1 ♦
B05 I have a choice in deciding how I do my work	27	53	12	6		80%	+2 ♦	+5 ♦	0

Organisational objectives and purpose

83% 0

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 the Department's purpose	23	62	11			86%	+1	0	-5 ♦
B07 I have a clear understanding of the Department's objectives	19	60	16			79%	0	-1 ♦	-6 ♦
B08 I understand how my work contributes to the Department's objectives	25	58	11			84%	0	0	-4 ♦

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

My manager

68% 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
B09	My manager motivates me to be more effective in my job	24	47	16	9		71%	+3 ♦	+3 ♦	-1
B10	My manager is considerate of my life outside work	40	44	11			84%	+2 ♦	+2 ♦	-2 ♦
B11	My manager is open to my ideas	36	47	11			83%	0	+3 ♦	-1 ♦
B12	My manager helps me to understand how I contribute to the Department's objectives	18	45	26	9		63%	0	-2 ♦	-6 ♦
B13	Overall, I have confidence in the decisions made by my manager	28	47	15	6		75%	0	+2 ♦	-2 ♦
B14	My manager recognises when I have done my job well	31	49	13	5		79%	0	+2 ♦	-2 ♦
B15	I receive regular feedback on my performance	19	46	19	14		64%	+2 ♦	-1 ♦	-4 ♦
B16	The feedback I receive helps me to improve my performance	18	45	25	9		62%	+1	+1 ♦	-3 ♦
B17	I think that my performance is evaluated fairly	15	42	24	11	7	57%	-3 ♦	-6 ♦	-10 ♦
B18	Poor performance is dealt with effectively in my team	8	29	45	13	6	37%	-2 ♦	-3 ♦	-6 ♦

My team

81% 0

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	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	34	50	10	5		84%	0	0	-2 ♦
B20	The people in my team work together to find ways to improve the service we provide	29	54	11			83%	+1	+3 ♦	0
B21	The people in my team are encouraged to come up with new and better ways of doing things	26	51	16	6		77%	0	+3 ♦	-1 ♦

All questions by theme

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

Learning and development

55% +3

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	52	20	10		67%	+4 ♦	+4 ♦	0
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	45	31	9		58%	+6 ♦	+7 ♦	+2 ♦
B24	There are opportunities for me to develop my career in BIS	10	36	30	17	7	47%	-1	+5 ♦	-2 ♦
B25	Learning and development activities I have completed while working for BIS are helping me to develop my career	10	38	34	14		48%	+3 ♦	+5 ♦	-2 ♦

Inclusion and fair treatment

75% -1

Difference from previous survey



Strength of association with engagement



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	24	53	13	6		78%	-3 ♦	-1 ♦	-4 ♦
B27	I am treated with respect by the people I work with	30	55	9			86%	-1	+1 ♦	-1 ♦
B28	I feel valued for the work I do	20	47	18	11		67%	0	+3 ♦	-2 ♦
B29	I think that BIS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	21	49	18	8		70%	-2 ♦	-4 ♦	-8 ♦

All questions by theme

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

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	22	59	11	6		81%	-2 ♦	-3 ♦	-6 ♦
B31 I get the information I need to do my job well	15	57	18	9		71%	0	+1 ♦	-2 ♦
B32 I have clear work objectives	19	59	13	7		78%	0	+2 ♦	-1 ♦
B33 I have the skills I need to do my job effectively	25	62	10			87%	-1 ♦	-2 ♦	-4 ♦
B34 I have the tools I need to do my job effectively	13	51	19	13		64%	+8 ♦	-8 ♦	-12 ♦
B35 I have an acceptable workload	7	48	20	18	7	55%	+1	-4 ♦	-11 ♦
B36 I achieve a good balance between my work life and my private life	13	50	18	14	5	63%	0	-4 ♦	-11 ♦

Pay and benefits

26% -3

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
B37 I feel that my pay adequately reflects my performance	24		24	30	19	27%	-4 ♦	-2 ♦	-9 ♦
B38 I am satisfied with the total benefits package	26		25	30	16	29%	-3 ♦	-3 ♦	-11 ♦
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	18		25	31	22	22%	-3 ♦	-3 ♦	-10 ♦



All questions by theme

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

Leadership and
Managing Change

45% +2

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 BIS as a whole is managed well	5	44	32	14	5	48%	+3 ◆	+3 ◆	-8 ◆
B41	Senior managers in BIS are sufficiently visible	11	50	22	14	5	60%	+5 ◆	+7 ◆	-2 ◆
B42	I believe the actions of senior managers are consistent with the Department's values	7	43	33	12	5	50%	+6 ◆	+2 ◆	-6 ◆
B43	I believe that the Permanent Secretary and Director Generals have a clear vision for the future of BIS [^]	7	45	37	7	5	52%	+4 ◆	+7 ◆	-1
B44	Overall, I have confidence in the decisions made by the Department's senior managers	6	40	36	14	5	46%	+4 ◆	+2 ◆	-5 ◆
B45	I feel that change is managed well in BIS	25	32	30	11	5	27%	-1 ◆	-4 ◆	-11 ◆
B46	When changes are made in BIS they are usually for the better	24	43	22	7	5	27%	+4 ◆	-3 ◆	-10 ◆
B47	BIS keeps me informed about matters that affect me	7	57	24	8	5	64%	-1	+6 ◆	0
B48	I have the opportunity to contribute my views before decisions are made that affect me	5	30	35	23	7	34%	-4 ◆	-1 ◆	-8 ◆
B49	I think it is safe to challenge the way things are done in BIS	6	35	31	18	9	42%	+1 ◆	0	-6 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

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 BIS	10	40	36	10	5	50%	+4 ♦	-9 ♦	-16 ♦
B51 I would recommend BIS as a great place to work	10	37	33	15	5	48%	+6 ♦	-1	-12 ♦
B52 I feel a strong personal attachment to BIS	8	28	35	22	6	36%	+1 ♦	-12 ♦	-18 ♦
B53 BIS inspires me to do the best in my job	7	31	40	17	5	38%	+5 ♦	-7 ♦	-13 ♦
B54 BIS motivates me to help it achieve its objectives	6	32	38	19	5	38%	+4 ♦	-5 ♦	-11 ♦

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 managers in BIS will take action on the results from this survey	9	41	27	15	8	50%	+2 ♦	+5 ♦	-4 ♦
B56 I believe that managers where I work will take action on the results from this survey	16	45	22	11	6	61%	+2 ♦	+5 ♦	0
B57 Where I work, I think effective action has been taken on the results of the last survey	9	29	40	14	7	38%	+2 ♦	+3 ♦	-2 ♦



All questions by theme

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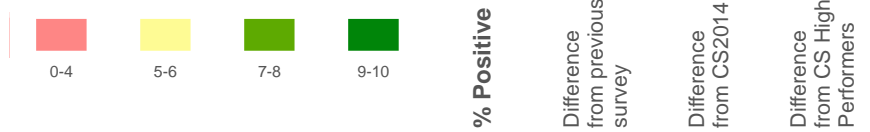
Organisational Culture

	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	56	9			86%	-1 ◆	-3 ◆	-5 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	18	52	19	9		70%	-1 ◆	+1 ◆	-3 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	16	51	19	9		67%	-2 ◆	+2 ◆	-3 ◆
B61 When I talk about BIS I say "we" rather than "they"	19	53	20	6		72%	+2 ◆	+3 ◆	-7 ◆
B62 I have some really good friendships at work	21	49	22	6		70%	-2 ◆	-5 ◆	-9 ◆

All questions by theme

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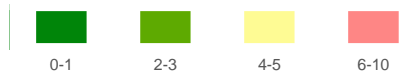
Wellbeing



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.

W01 Overall, how satisfied are you with your life nowadays?	15	23	51	11	62%	-1	-2 ◆	-4 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	22	50	18	68%	0	-1 ◆	-4 ◆
W03 Overall, how happy did you feel yesterday?	18	24	44	14	58%	+1	-2 ◆	-6 ◆
W04 Overall, how anxious did you feel yesterday?	16	28	22	34	44%	-1	-6 ◆	-8 ◆





All questions by theme

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

Your plans for the future

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

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave BIS as soon as possible		7%	+1	-1 ◇	-3 ◇
I want to leave BIS within the next 12 months		16%	+1	+3 ◇	-1 ◇
I want to stay working for BIS for at least the next year		39%	+3 ◇	+8 ◇	+2 ◇
I want to stay working for BIS for at least the next three years		37%	-4 ◇	-9 ◇	-16 ◇

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?			97%	+1 ◇	+7 ◇	+3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			66%	0	+2 ◇	-5 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in BIS it would be investigated properly?			71%	-1	+3 ◇	-2 ◇

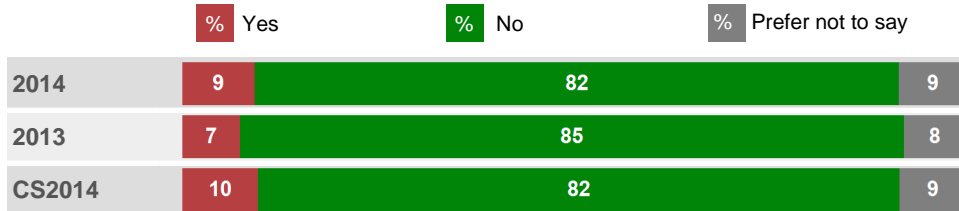


All questions by theme

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

Discrimination, harassment and bullying

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



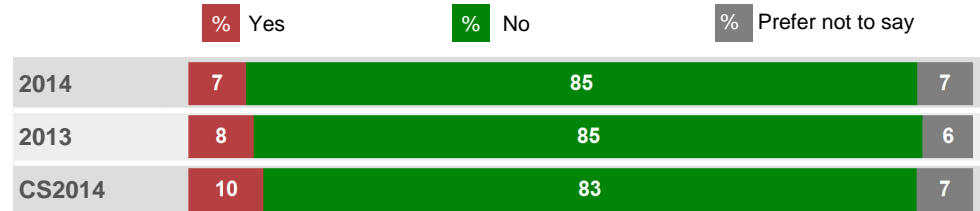
For respondents who selected 'Yes' to question E01.

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

	Response Count	
Age	39	
Caring responsibilities	15	
Disability	25	
Ethnic background	16	
Gender	25	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	49	
Main spoken/written language or language ability	--	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	11	
Working location	35	
Working pattern	43	
Any other grounds	32	
Prefer not to say	15	

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

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



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	34	
Your manager	52	
Another manager in my part of BIS	31	
Someone you manage	--	
Someone who works for another part of BIS	14	
A member of the public	--	
Someone else	--	
Prefer not to say	24	

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

All questions by theme

◆ indicates statistically significant difference from comparison

 ▲ indicates a variation in question wording from your previous survey

BIS questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I understand the BIS values and behaviours	17	65	15			82%	0
F02 I believe the BIS values make the organisation a better place to work	9	39	38	11		49%	+6 ◆
F03 My manager encourages me to make time for learning and development	20	54	18	7		74%	+10 ◆
F04 I feel confident about holding Personal Development Plan (PDP) discussions with my staff (leave blank if you are not a manager)	21	55	19			76%	--
F05 BIS believes in the importance of effective people management	12	51	23	10		64%	--
F06 I believe BIS is committed to supporting managers to develop their management skills	12	48	27	10		60%	--
F07 My manager makes effective people management a key part of their job	17	47	22	10		64%	--
F08 I am aware of the Managers Charter	25	52	10	10		77%	--
F09 I believe my manager is demonstrating what is required under the Managers Charter	16	38	34	8		54%	--
F10 I have given my manager informal or formal feedback in the last 3 months	18	43	15	19	5	61%	--

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.