

Your engagement index

49%

Difference from previous survey

0

Difference from CS2011

-7 ✧

Difference from CS High Performers

-13 ✧

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 CS2011
B50. I am proud when I tell others I am part of BIS	35%	-2	-17 ✧
B51. I would recommend BIS as a great place to work	30%	0	-13 ✧

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

B52. I feel a strong personal attachment to BIS	29%	-1	-17 ✧
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Strive: motivated to do the best for the organisation...

B53. BIS inspires me to do the best in my job	26%	-1	-12 ✧
B54. BIS motivates me to help it achieve its objectives	24%	-2	-11 ✧

✧ = 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		33%	-3 ✧	-5 ✧	-13 ✧
My work		74%	+3 ✧	+3 ✧	-2 ✧
My line manager		65%	-1	+1	-3 ✧
Resources and workload		68%	-3 ✧	-5 ✧	-8 ✧
Learning and development		43%	+1	+1	-7 ✧
Organisational objectives and purpose		74%	+1	-7 ✧	-12 ✧
Pay and benefits		27%	-2	-4 ✧	-12 ✧
My team		80%	+2 ✧	+3 ✧	0
Inclusion and fair treatment		74%	+1	+1 ✧	-3 ✧


✧ = 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: 		
B47. BIS keeps me informed about matters that affect me	59%	+1	+4 ◇
B41. Senior Managers in BIS are sufficiently visible	46%	-3 ◇	+1
B45. I feel that change is managed well in BIS	24%	-7 ◇	-3 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	32%	+4 ◇	-4 ◇
B42. I believe the actions of Senior Managers are consistent with the Department's values	34%	-6 ◇	-5 ◇
B46. When changes are made in BIS they are usually for the better	17%	0	-5 ◇
B49. I think it is safe to challenge the way things are done in BIS	33%	-2	-6 ◇
B44. Overall, I have confidence in the decisions made by the Department's Senior Managers	28%	-5 ◇	-9 ◇
B40. I feel that BIS as a whole is managed well	31%	-7 ◇	-10 ◇
B43. I believe that the Management Board has a clear vision for the future of BIS	29%	0	-10 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My work	Strength of association with engagement: 		
B04. I feel involved in the decisions that affect my work	55%	+4 ◇	+5 ◇
B02. I am sufficiently challenged by my work	79%	+4 ◇	+4 ◇
B05. I have a choice in deciding how I do my work	75%	+2	+4 ◇
B03. My work gives me a sense of personal accomplishment	73%	+3 ◇	+1
B01. I am interested in my work	89%	+1	0

	% Positive	Diff. from previous survey	Difference from CS2011
My line manager	Strength of association with engagement: 		
B13. Overall, I have confidence in the decisions made by my manager	75%	+2	+4 ◇
B09. My manager motivates me to be more effective in my job	66%	+1	+3 ◇
B14. My manager recognises when I have done my job well	78%	0	+2 ◇
B11. My manager is open to my ideas	80%	0	+1 ◇
B10. My manager is considerate of my life outside work	80%	-2	+1 ◇
B18. Poor performance is dealt with effectively in my team	38%	0	0
B16. The feedback I receive helps me to improve my performance	58%	-2	0
B12. My manager helps me to understand how I contribute to the Department's objectives	58%	+1	-1
B15. I receive regular feedback on my performance	59%	-2	-1 ◇
B17. I think that my performance is evaluated fairly	60%	-4 ◇	-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 work									
:Strength of association with engagement									
B01. I am interested in my work	41	48	7			89%	+1	0	-3 ✧
B02. I am sufficiently challenged by my work	33	46	12	7		79%	+4 ✧	+4 ✧	0
B03. My work gives me a sense of personal accomplishment	24	49	16	9		73%	+3 ✧	+1	-4 ✧
B04. I feel involved in the decisions that affect my work	12	43	24	17	5	55%	+4 ✧	+5 ✧	-5 ✧
B05. I have a choice in deciding how I do my work	21	54	15	8		75%	+2	+4 ✧	-2 ✧
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the Department's purpose	17	60	16	5		77%	+2	-7 ✧	-13 ✧
B07. I have a clear understanding of the Department's objectives	14	56	21	7		70%	+2	-9 ✧	-14 ✧
B08. I understand how my work contributes to the Department's objectives	20	55	17	5		75%	0	-6 ✧	-11 ✧

All questions by theme

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My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	17	49	21	9	4	66%	+1	+3 ◇	-1
B10. My manager is considerate of my life outside work	32	48	13	5		80%	-2	+1 ◇	-2 ◇
B11. My manager is open to my ideas	30	51	14	4		80%	0	+1 ◇	-1 ◇
B12. My manager helps me to understand how I contribute to the Department's objectives	13	45	31	9		58%	+1	-1	-6 ◇
B13. Overall, I have confidence in the decisions made by my manager	24	51	17	6		75%	+2	+4 ◇	0
B14. My manager recognises when I have done my job well	26	51	16	5		78%	0	+2 ◇	-2 ◇
B15. I receive regular feedback on my performance	15	44	24	14		59%	-2	-1 ◇	-7 ◇
B16. The feedback I receive helps me to improve my performance	15	43	30	9		58%	-2	0	-3 ◇
B17. I think that my performance is evaluated fairly	13	47	28	9	4	60%	-4 ◇	-2 ◇	-7 ◇
B18. Poor performance is dealt with effectively in my team	8	30	45	12	5	38%	0	0	-3 ◇

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	32	51	12	4		83%	0	+1	-2 ◇
B20. The people in my team work together to find ways to improve the service we provide	26	55	15	4		81%	+3 ◇	+3 ◇	-1 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	24	52	17	6		76%	+4 ◇	+7 ◇	+2 ◇

All questions by theme

This section shows the results for each question in the survey, 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 CS2011	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	8	46	29	14	5	53%	+2	-1	-10 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	36	40	12	4	44%	-5 ✧	-1	-9 ✧
B24. There are opportunities for me to develop my career in BIS	6	32	33	20	10	37%	+8 ✧	+6 ✧	-1 ✧
B25. Learning and development activities I have completed while working for BIS are helping me to develop my career	6	33	40	15	5	39%	-2	0	-6 ✧

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	21	59	13	5	2	80%	+1	+2 ✧	-1 ✧
B27. I am treated with respect by the people I work with	27	59	9	5	0	86%	+2 ✧	+2 ✧	0
B28. I feel valued for the work I do	15	48	21	12	4	63%	+1	+4 ✧	-3 ✧
B29. I think that BIS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	16	53	21	8	2	68%	-2	-2 ✧	-9 ✧

All questions by theme

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

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Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	18	61	13	6		79%	0	-3 ◇	-7 ◇
B31. I get the information I need to do my job well	11	56	22	9		66%	-1	-1 ◇	-5 ◇
B32. I have clear work objectives	15	57	17	9		72%	0	-1 ◇	-6 ◇
B33. I have the skills I need to do my job effectively	21	63	12			85%	-4 ◇	-4 ◇	-6 ◇
B34. I have the tools I need to do my job effectively	11	52	21	12	4	63%	-9 ◇	-7 ◇	-12 ◇
B35. I have an acceptable workload	6	45	21	20	8	51%	-6 ◇	-10 ◇	-14 ◇
B36. I achieve a good balance between my work life and my private life	12	48	20	16	5	59%	-5 ◇	-8 ◇	-14 ◇

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	26	25	31	16		29%	-2 ◇	-3 ◇	-10 ◇
B38. I am satisfied with the total benefits package	26	28	29	14		29%	-1	-5 ◇	-12 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	21	26	32	19		23%	-2	-4 ◇	-12 ◇

All questions by theme

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

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2011
 Difference from CS High Performers

Leadership and managing change

 Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that BIS as a whole is managed well	29	38	22	9	31%	-7 ◇	-10 ◇	-24 ◇	
B41. Senior Managers in BIS are sufficiently visible	4	42	27	19	7	46%	-3 ◇	+1	-13 ◇
B42. I believe the actions of Senior Managers are consistent with the Department's values	31	45	14	7	34%	-6 ◇	-5 ◇	-16 ◇	
B43. I believe that the Management Board has a clear vision for the future of BIS	27	48	15	8	29%	0	-10 ◇	-22 ◇	
B44. Overall, I have confidence in the decisions made by the Department's Senior Managers	26	44	19	10	28%	-5 ◇	-9 ◇	-20 ◇	
B45. I feel that change is managed well in BIS	22	30	30	16	24%	-7 ◇	-3 ◇	-13 ◇	
B46. When changes are made in BIS they are usually for the better	16	44	26	12	17%	0	-5 ◇	-14 ◇	
B47. BIS keeps me informed about matters that affect me	6	53	28	9	4	59%	+1	+4 ◇	-3 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	29	34	25	9	32%	+4 ◇	-4 ◇	-12 ◇	
B49. I think it is safe to challenge the way things are done in BIS	30	37	21	9	33%	-2	-6 ◇	-13 ◇	

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 BIS	4	30	44	16	5	35%	-2	-17 ◇	-30 ◇
B51. I would recommend BIS as a great place to work	4	26	42	20	7	30%	0	-13 ◇	-25 ◇
B52. I feel a strong personal attachment to BIS	5	24	37	25	9	29%	-1	-17 ◇	-25 ◇
B53. BIS inspires me to do the best in my job	4	22	44	24	7	26%	-1	-12 ◇	-23 ◇
B54. BIS motivates me to help it achieve its objectives	4	21	44	24	8	24%	-2	-11 ◇	-21 ◇
Taking action									
B55. I believe that Senior Managers in BIS will take action on the results from this survey	4	29	35	21	11	33%	-2 ◇	-6 ◇	-17 ◇
B56. I believe that managers where I work will take action on the results from this survey	8	40	32	14	6	48%	+2	-1	-8 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	4	17	53	19	9	19%	-	-10 ◇	-18 ◇

All questions by theme

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 CS2011	Difference from CS High Performers
I want to leave BIS as soon as possible		5%	-3 ^	-2 ^	-5 ^
I want to leave BIS within the next 12 months		13%	-1	+2 ^	-1 ^
I want to stay working for BIS for at least the next year		35%	+5 ^	+8 ^	0
I want to stay working for BIS for at least the next three years		46%	-1	-7 ^	-14 ^

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?		5	95%	0	+9 ^	+3 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		38	62%	+1	+3 ^	-4 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in BIS it would be investigated properly?		32	68%	+1	+4 ^	-3 ^

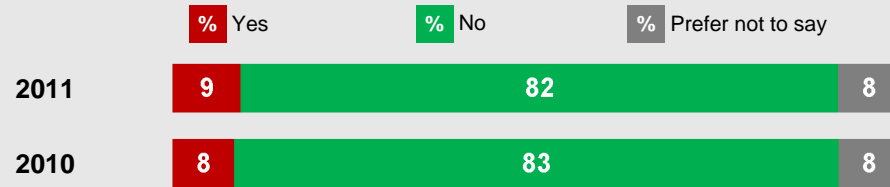
^ indicates a variation in question wording from your previous survey

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All questions by theme

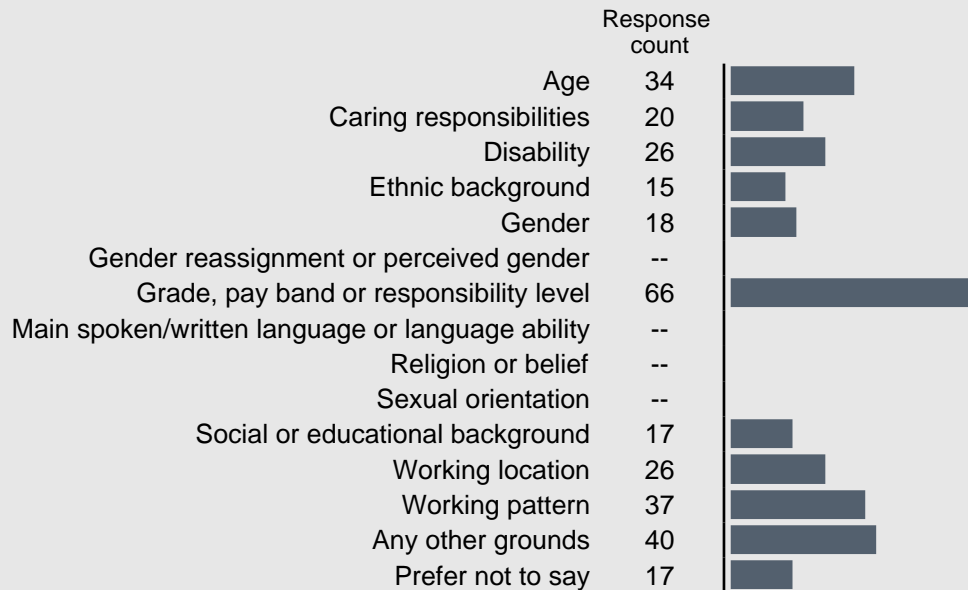
Discrimination, harassment and bullying

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



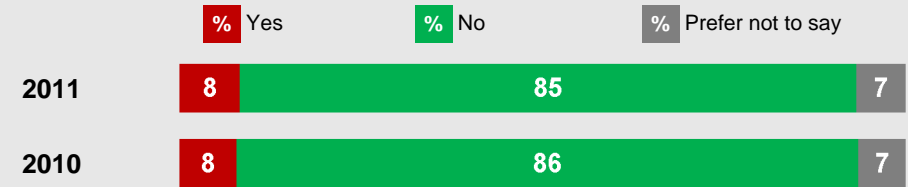
For respondents who selected 'Yes' to question E01.

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



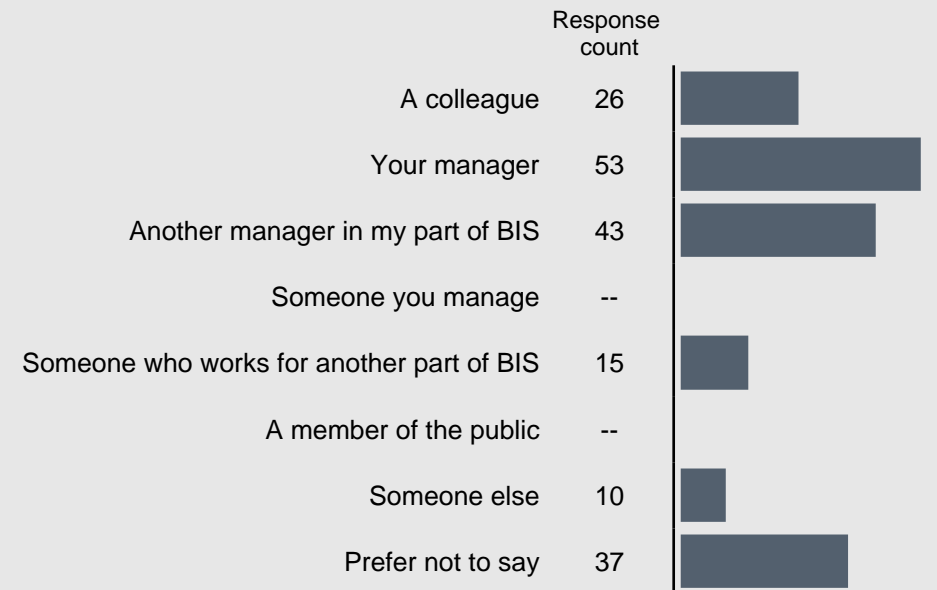
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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)



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

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: ✦

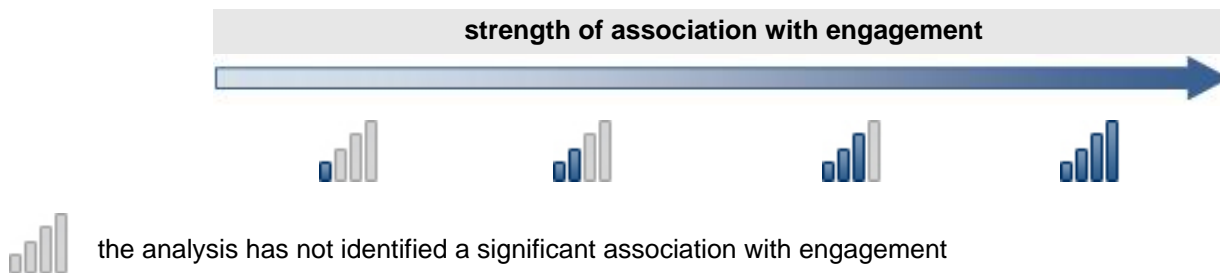
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



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.