

Returns: 2,056

Response rate: 83%

Your engagement index

54%

Difference from previous survey

+2 ✧

Difference from CS2013

-4 ✧

Difference from CS High Performers

-8 ✧

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 BIS	46%	+4 ✧	-10 ✧
B51. I would recommend BIS as a great place to work	42%	+5 ✧	-3 ✧

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

B52. I feel a strong personal attachment to BIS	35%	+3 ✧	-11 ✧
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Strive: motivated to do the best for the organisation...

B53. BIS inspires me to do the best in my job	33%	+4 ✧	-10 ✧
B54. BIS motivates me to help it achieve its objectives	34%	+4 ✧	-6 ✧

✧ = 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		43%	+5 ✧	+1 ✧	-8 ✧
My work		78%	+4 ✧	+4 ✧	0
My manager		67%	+1 ✧	0	-3 ✧
Pay and benefits		29%	+2 ✧	0	-5 ✧
Resources and workload		70%	+1	-3 ✧	-6 ✧
Learning and development		52%	+5 ✧	+4 ✧	-3 ✧
Organisational objectives and purpose		83%	+5 ✧	0	-5 ✧
My team		81%	+2 ✧	+2 ✧	0
Inclusion and fair treatment		77%	+1 ✧	+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: 			
B47. BIS keeps me informed about matters that affect me	65%	+6 ◇	+7 ◇
B43. I believe that the Permanent Secretary and Directors General have a clear vision for the future of BIS	48%	+7 ◇	+6 ◇
B41. Senior managers in BIS are sufficiently visible	55%	+4 ◇	+4 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	38%	+8 ◇	+2 ◇
B40. I feel that BIS as a whole is managed well	45%	+6 ◇	+2 ◇
B49. I think it is safe to challenge the way things are done in BIS	40%	+3 ◇	+2 ◇
B44. Overall, I have confidence in the decisions made by the Department's senior managers	42%	+5 ◇	+1 ◇
B42. I believe the actions of senior managers are consistent with the Department's values	44%	+4 ◇	0
B45. I feel that change is managed well in BIS	29%	+3 ◇	0
B46. When changes are made in BIS they are usually for the better	24%	+5 ◇	-3 ◇
My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	60%	+6 ◇	+7 ◇
B05. I have a choice in deciding how I do my work	78%	+1	+6 ◇
B02. I am sufficiently challenged by my work	83%	+5 ◇	+5 ◇
B03. My work gives me a sense of personal accomplishment	77%	+6 ◇	+3 ◇
B01. I am interested in my work	91%	+2 ◇	+2 ◇
My manager Strength of association with engagement: 			
B13. Overall, I have confidence in the decisions made by my manager	76%	+3 ◇	+4 ◇
B11. My manager is open to my ideas	83%	+3 ◇	+4 ◇
B09. My manager motivates me to be more effective in my job	68%	+3 ◇	+3 ◇
B14. My manager recognises when I have done my job well	79%	0	+2 ◇
B16. The feedback I receive helps me to improve my performance	61%	+2 ◇	+2 ◇
B10. My manager is considerate of my life outside work	81%	+1	+1 ◇
B12. My manager helps me to understand how I contribute to the Department's objectives	62%	+3 ◇	0
B18. Poor performance is dealt with effectively in my team	38%	-1	0
B15. I receive regular feedback on my performance	62%	+2 ◇	-2 ◇
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



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	43	48	6			91%	+2 ◇	+2 ◇	-1 ◇
B02. I am sufficiently challenged by my work	34	48	10	6		83%	+5 ◇	+5 ◇	+1 ◇
B03. My work gives me a sense of personal accomplishment	26	52	13	7		77%	+6 ◇	+3 ◇	-1 ◇
B04. I feel involved in the decisions that affect my work	15	46	20	14	5	60%	+6 ◇	+7 ◇	0
B05. I have a choice in deciding how I do my work	25	53	13	6		78%	+1	+6 ◇	+1 ◇

Organisational objectives and purpose

:Strength of association with engagement

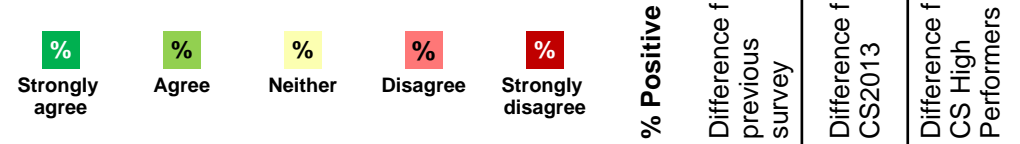
B06. I have a clear understanding of the Department's purpose	22	63	10	4		85%	+4 ◇	0	-5 ◇
B07. I have a clear understanding of the Department's objectives	19	61	15	5		79%	+5 ◇	0	-6 ◇
B08. I understand how my work contributes to the Department's objectives	24	59	12			84%	+5 ◇	+1 ◇	-2 ◇

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	22	46	19	9	4	68%	+3 ◇	+3 ◇	-2 ◇
B10. My manager is considerate of my life outside work	39	43	12	4		81%	+1	+1 ◇	-3 ◇
B11. My manager is open to my ideas	35	48	11			83%	+3 ◇	+4 ◇	+1
B12. My manager helps me to understand how I contribute to the Department's objectives	16	46	27	8		62%	+3 ◇	0	-4 ◇
B13. Overall, I have confidence in the decisions made by my manager	27	49	16	6		76%	+3 ◇	+4 ◇	0
B14. My manager recognises when I have done my job well	30	49	14	5		79%	0	+2 ◇	-1 ◇
B15. I receive regular feedback on my performance	16	46	22	13		62%	+2 ◇	-2 ◇	-6 ◇
B16. The feedback I receive helps me to improve my performance	17	45	26	9		61%	+2 ◇	+2 ◇	-4 ◇
B17. I think that my performance is evaluated fairly	15	45	25	10	5	60%	-4 ◇	-2 ◇	-6 ◇
B18. Poor performance is dealt with effectively in my team	7	31	43	12	7	38%	-1	0	-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	35	49	10	4		85%	+1	+1 ◇	-1 ◇
B20. The people in my team work together to find ways to improve the service we provide	30	53	12	4		83%	+2 ◇	+2 ◇	0
B21. The people in my team are encouraged to come up with new and better ways of doing things	25	52	16	5		77%	+4 ◇	+4 ◇	+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 CS2013
 Difference from CS High Performers

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	10	52	23	12		62%	+5 ◇	+1 ◇	-3 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	44	34	10		52%	+6 ◇	+4 ◇	-1 ◇
B24. There are opportunities for me to develop my career in BIS	7	41	27	18	7	48%	+5 ◇	+10 ◇	0
B25. Learning and development activities I have completed while working for BIS are helping me to develop my career	7	38	37	14	5	44%	+2 ◇	+3 ◇	-4 ◇

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	24	57	13	4		81%	+1	+2 ◇	-1
B27. I am treated with respect by the people I work with	30	56	9			87%	0	+2 ◇	0
B28. I feel valued for the work I do	18	49	19	9	5	67%	+3 ◇	+4 ◇	-1
B29. I think that BIS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	52	19	6		72%	+1	0	-5 ◇

All questions 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 CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	20	63	10	5	83%	+3 ◇	0	-3 ◇	
B31. I get the information I need to do my job well	12	59	19	9	71%	+3 ◇	+2 ◇	-2 ◇	
B32. I have clear work objectives	18	60	14	6	78%	+6 ◇	+3 ◇	-2 ◇	
B33. I have the skills I need to do my job effectively	24	64	9	1	88%	+2 ◇	0	-2 ◇	
B34. I have the tools I need to do my job effectively	10	45	20	19	6	56%	-5 ◇	-16 ◇	-20 ◇
B35. I have an acceptable workload	6	48	20	19	7	55%	0	-5 ◇	-11 ◇
B36. I achieve a good balance between my work life and my private life	12	51	19	13	6	62%	-1	-6 ◇	-10 ◇

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	29	26	28	15	31%	+2 ◇	+2 ◇	-4 ◇
B38. I am satisfied with the total benefits package	29	29	27	13	32%	+2 ◇	-1	-6 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	22	26	30	19	25%	+1	-1	-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

◇ 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

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 BIS as a whole is managed well	42	34	15	6	45%	+6 ◇	+2 ◇	-11 ◇	
B41. Senior managers in BIS are sufficiently visible	7	48	24	16	5	55%	+4 ◇	+4 ◇	-7 ◇
B42. I believe the actions of senior managers are consistent with the Department's values	5	39	38	12	6	44%	+4 ◇	0	-11 ◇
B43. I believe that the Permanent Secretary and Directors General have a clear vision for the future of BIS	6	42	39	8	5	48%	+7 ◇	+6 ◇	-7 ◇
B44. Overall, I have confidence in the decisions made by the Department's senior managers	4	38	38	14	7	42%	+5 ◇	+1 ◇	-9 ◇
B45. I feel that change is managed well in BIS	26	35	27	9	29%	+3 ◇	0	-10 ◇	
B46. When changes are made in BIS they are usually for the better	21	46	24	7	24%	+5 ◇	-3 ◇	-11 ◇	
B47. BIS keeps me informed about matters that affect me	7	58	24	9	65%	+6 ◇	+7 ◇	0	
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	34	32	23	7	38%	+8 ◇	+2 ◇	-6 ◇
B49. I think it is safe to challenge the way things are done in BIS	4	36	33	18	9	40%	+3 ◇	+2 ◇	-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

	% 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 BIS	8	37	39	11	4	46%	+4 ◇	-10 ◇	-19 ◇
B51. I would recommend BIS as a great place to work	8	34	38	15	5	42%	+5 ◇	-3 ◇	-14 ◇
B52. I feel a strong personal attachment to BIS	6	29	38	21	7	35%	+3 ◇	-11 ◇	-18 ◇
B53. BIS inspires me to do the best in my job	6	28	44	19	4	33%	+4 ◇	-10 ◇	-17 ◇
B54. BIS motivates me to help it achieve its objectives	5	29	43	18	5	34%	+4 ◇	-6 ◇	-14 ◇
Taking action									
B55. I believe that senior managers in BIS will take action on the results from this survey	6	42	30	15	7	48%	+7 ◇	+5 ◇	-4 ◇
B56. I believe that managers where I work will take action on the results from this survey	13	46	25	11	5	59%	+7 ◇	+5 ◇	0
B57. Where I work, I think effective action has been taken on the results of the last survey	8	29	42	15	7	36%	+7 ◇	+3 ◇	-3 ◇

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
Organisational Culture									
B58. I am trusted to carry out my job effectively	28	59	8	4		87%	+3 ◇	-1 ◇	-3 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	16	55	19	7		71%	+6 ◇	+4 ◇	0
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	15	54	21	8		69%	-2 ◇	+4 ◇	-1 ◇
B61. When I talk about BIS I say "we" rather than "they"	18	51	22	6		70%	-2 ◇	+2 ◇	-7 ◇
B62. I have some really good friendships at work	22	50	20	6		72%	+3 ◇	-4 ◇	-7 ◇

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

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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%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

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?	14	23	52	11	63%	+4 ◇	0	-3 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	21	50	18	69%	+4 ◇	-1	-4 ◇
W03. Overall, how happy did you feel yesterday?	18	25	42	15	57%	-1	-3 ◇	-6 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	18	27	22	33	45%	-2 ◇	-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 BIS?

			Difference from previous survey	Difference from CS2013	Difference from CS High Performers
I want to leave BIS as soon as possible		6%	0	-2 ✧	-4 ✧
I want to leave BIS within the next 12 months		16%	+2 ✧	+3 ✧	0
I want to stay working for BIS for at least the next year		37%	+2	+7 ✧	+2 ✧
I want to stay working for BIS for at least the next three years		41%	-3 ✧	-7 ✧	-17 ✧

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?		4	96%	+1 ✧	+6 ✧	+2 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	+4 ✧	+2 ✧	-4 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in BIS it would be investigated properly?		28	72%	+1	+5 ✧	-1

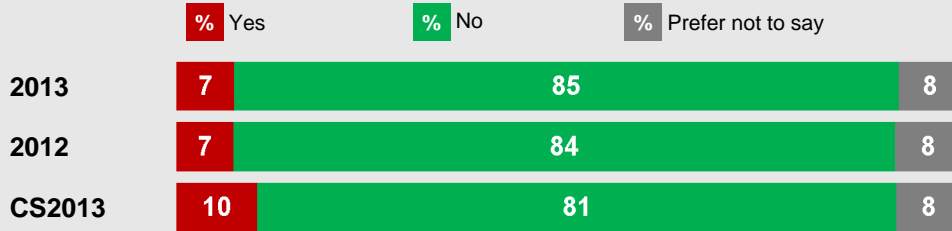
^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

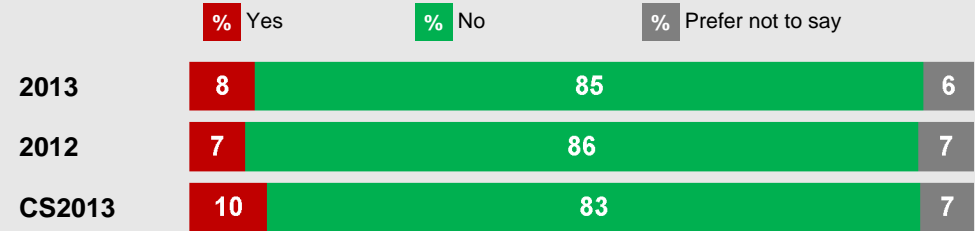
All questions by theme

Discrimination, harassment and bullying

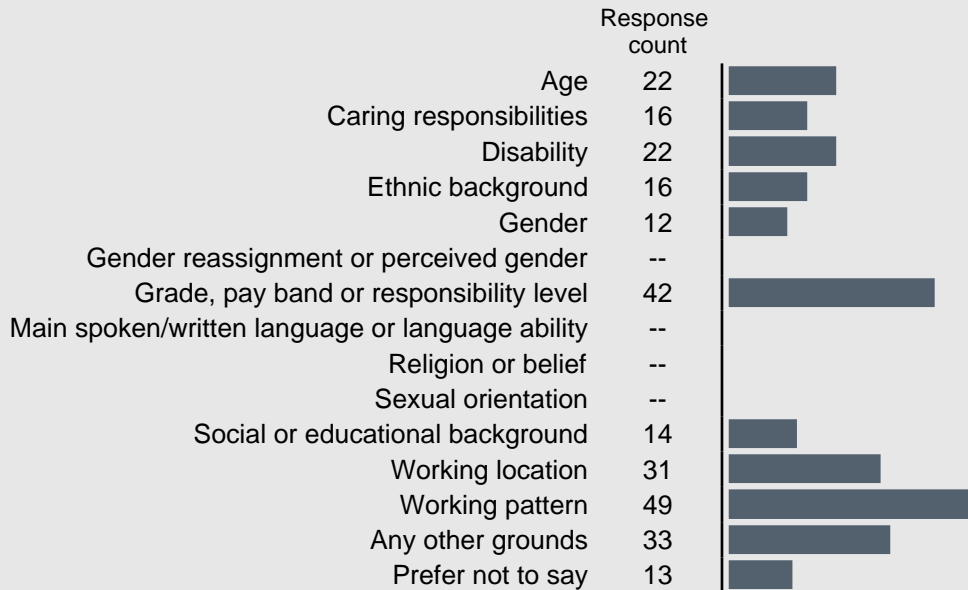
E01. During the past 12 months, have you personally experienced discrimination at work?



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

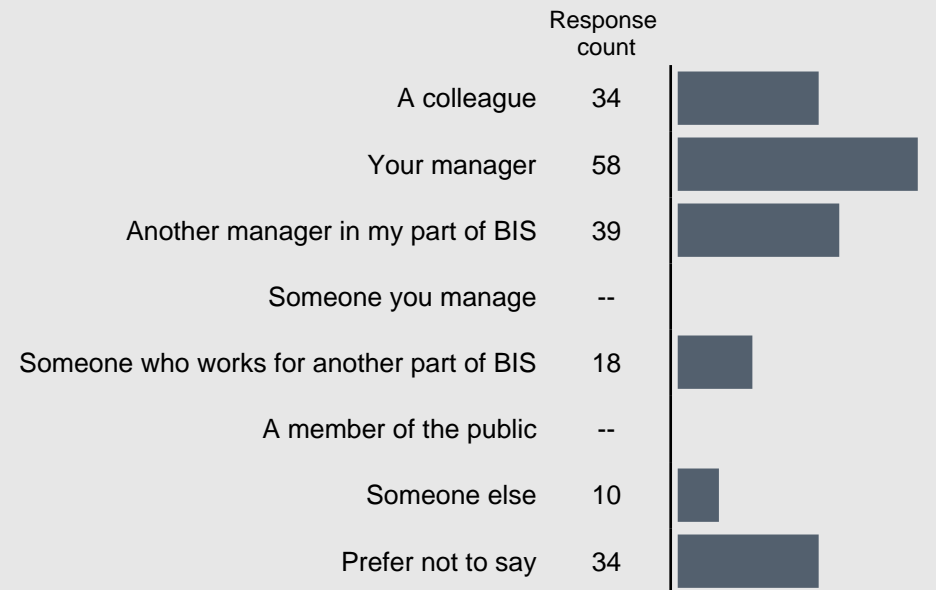


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



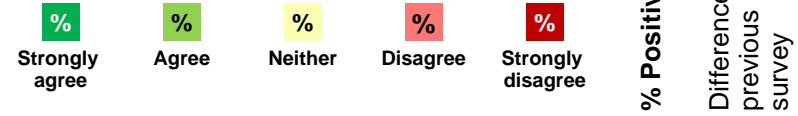
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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BIS questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I understand the BIS values and behaviours [^]	16	66	13	4	4	82%	+26 ◇
F02. I believe the BIS values make the organisation a better place to work [^]	7	36	40	13	4	43%	+18 ◇
F03. I review my learning and development needs with my manager on a regular basis	7	44	24	21	4	51%	+2 ◇
F04. My manager encourages me to make time for learning and development	13	51	22	11	4	64%	+5 ◇
F05. Learning and development activities I have completed in the past 12 months have helped me to improve my team's performance	7	39	38	12	4	46%	+4 ◇
F06. I believe managers in BIS are held accountable for the value for money resulting from their decisions	7	37	37	15	5	43%	-

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: ✦

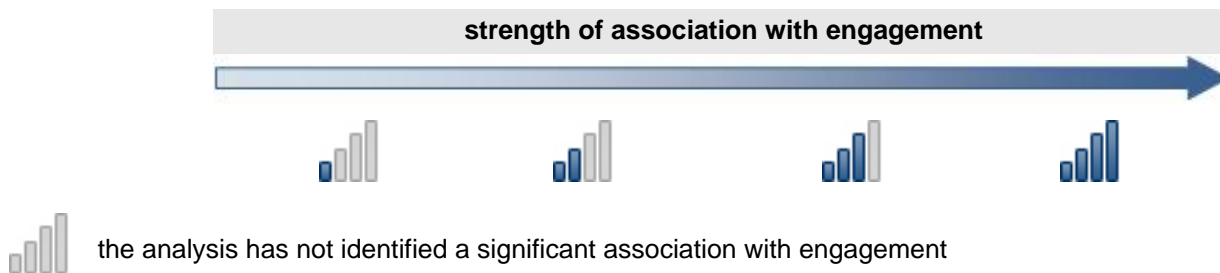
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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