

Your engagement index

52%

Difference from previous survey

+3 ✧

Difference from CS2012

-6 ✧

Difference from CS High Performers

-10 ✧

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 CS2012
B50. I am proud when I tell others I am part of BIS	42%	+7 ✧	-12 ✧
B51. I would recommend BIS as a great place to work	36%	+6 ✧	-10 ✧

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

B52. I feel a strong personal attachment to BIS	32%	+3 ✧	-13 ✧
---	------------	------	-------

Strive: motivated to do the best for the organisation...

B53. BIS inspires me to do the best in my job	30%	+4 ✧	-11 ✧
B54. BIS motivates me to help it achieve its objectives	29%	+5 ✧	-9 ✧

✧ = 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 CS2012	Difference from CS High Performers
Leadership and managing change		38%	+5 ✧	-3 ✧	-12 ✧
My work		74%	0	+1 ✧	-2 ✧
My line manager		66%	+1	0	-3 ✧
Learning and development		47%	+3 ✧	+3 ✧	-5 ✧
Resources and workload		69%	+1	-5 ✧	-8 ✧
Pay and benefits		28%	+1	-2 ✧	-8 ✧
Organisational objectives and purpose		78%	+4 ✧	-4 ✧	-9 ✧
My team		79%	-1	+1 ✧	-2 ✧
Inclusion and fair treatment		75%	+1	+1	-2 ✧


✧ = 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 CS2012.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change		Strength of association with engagement: 	
B47. BIS keeps me informed about matters that affect me	59%	0	+3 ◇
B41. Senior Managers in BIS are sufficiently visible	51%	+4 ◇	+3 ◇
B43. I believe that the Permanent Secretary and Director Generals have a clear vision for the future of BIS [^]	41%	+12 ◇	+1 ◇
B42. I believe the actions of Senior Managers are consistent with the Department's values	40%	+6 ◇	-2 ◇
B44. Overall, I have confidence in the decisions made by the Department's Senior Managers	37%	+9 ◇	-3 ◇
B45. I feel that change is managed well in BIS	26%	+2 ◇	-3 ◇
B49. I think it is safe to challenge the way things are done in BIS	37%	+4 ◇	-3 ◇
B40. I feel that BIS as a whole is managed well	39%	+8 ◇	-4 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	31%	-2 ◇	-5 ◇
B46. When changes are made in BIS they are usually for the better	19%	+2 ◇	-6 ◇

My work		Strength of association with engagement: 	
B05. I have a choice in deciding how I do my work	77%	+3 ◇	+5 ◇
B02. I am sufficiently challenged by my work	78%	-1	+2 ◇
B04. I feel involved in the decisions that affect my work	55%	0	+2 ◇
B01. I am interested in my work	89%	0	0
B03. My work gives me a sense of personal accomplishment	71%	-2 ◇	-1 ◇

My line manager		Strength of association with engagement: 	
B18. Poor performance is dealt with effectively in my team	39%	+2 ◇	+2 ◇
B17. I think that my performance is evaluated fairly	64%	+4 ◇	+2 ◇
B13. Overall, I have confidence in the decisions made by my manager	73%	-2 ◇	+1 ◇
B14. My manager recognises when I have done my job well	79%	+1	+1 ◇
B11. My manager is open to my ideas	80%	-1	+1 ◇
B10. My manager is considerate of my life outside work	81%	+1	0
B16. The feedback I receive helps me to improve my performance	59%	+1	0
B09. My manager motivates me to be more effective in my job	65%	-1	-1
B12. My manager helps me to understand how I contribute to the Department's objectives	59%	+2 ◇	-1 ◇
B15. I receive regular feedback on my performance	61%	+2 ◇	-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 CS2012
 Difference from CS High Performers

My work

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B01. I am interested in my work	41	48	7			89%	0	0	-3 ◇
B02. I am sufficiently challenged by my work	31	47	11	8		78%	-1	+2 ◇	-2 ◇
B03. My work gives me a sense of personal accomplishment	24	48	17	9		71%	-2 ◇	-1 ◇	-6 ◇
B04. I feel involved in the decisions that affect my work	13	42	23	16	6	55%	0	+2 ◇	-5 ◇
B05. I have a choice in deciding how I do my work	23	54	14	6		77%	+3 ◇	+5 ◇	0

Organisational objectives and purpose

 :Strength of association with engagement

B06. I have a clear understanding of the Department's purpose	21	60	14	4		81%	+4 ◇	-3 ◇	-9 ◇
B07. I have a clear understanding of the Department's objectives	17	57	19	6		74%	+4 ◇	-5 ◇	-11 ◇
B08. I understand how my work contributes to the Department's objectives	22	57	14	5		79%	+4 ◇	-2 ◇	-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



My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	20	45	20	11	4	65%	-1	-1	-3 ◇
B10. My manager is considerate of my life outside work	35	45	13	4		81%	+1	0	-3 ◇
B11. My manager is open to my ideas	32	48	14	4		80%	-1	+1 ◇	-3 ◇
B12. My manager helps me to understand how I contribute to the Department's objectives	14	45	29	9		59%	+2 ◇	-1 ◇	-7 ◇
B13. Overall, I have confidence in the decisions made by my manager	24	48	17	6	4	73%	-2 ◇	+1 ◇	-3 ◇
B14. My manager recognises when I have done my job well	28	51	13	6		79%	+1	+1 ◇	-1 ◇
B15. I receive regular feedback on my performance	16	45	22	14		61%	+2 ◇	-3 ◇	-7 ◇
B16. The feedback I receive helps me to improve my performance	16	43	27	10		59%	+1	0	-4 ◇
B17. I think that my performance is evaluated fairly	15	49	23	9	4	64%	+4 ◇	+2 ◇	-3 ◇
B18. Poor performance is dealt with effectively in my team	9	31	42	13	6	39%	+2 ◇	+2 ◇	-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	34	50	11	4		84%	+1	+1 ◇	-2 ◇
B20. The people in my team work together to find ways to improve the service we provide	28	52	14	4		80%	0	+1 ◇	-1 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	25	48	18	7		73%	-3 ◇	+2 ◇	-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 CS2012
 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 CS2012	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	10	47	27	13	5	57%	+4 ◇	-1	-7 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	37	39	12	5	46%	+2 ◇	0	-6 ◇
B24. There are opportunities for me to develop my career in BIS	7	35	32	17	8	42%	+5 ◇	+7 ◇	0
B25. Learning and development activities I have completed while working for BIS are helping me to develop my career	7	35	39	13	5	42%	+3 ◇	+3 ◇	-4 ◇

Inclusion and fair treatment

 :Strength of association with engagement

B26. I am treated fairly at work	24	56	12	5	2	80%	0	+2 ◇	-1 ◇
B27. I am treated with respect by the people I work with	29	58	9	4	2	86%	0	+2 ◇	0
B28. I feel valued for the work I do	17	47	20	12	4	64%	0	+2 ◇	-3 ◇
B29. I think that BIS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	19	53	20	5	3	72%	+4 ◇	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

◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	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	19	60	12	7		80%	+1	-4 ◇	-7 ◇
B31. I get the information I need to do my job well	13	55	20	10		68%	+2 ◇	0	-4 ◇
B32. I have clear work objectives	15	57	17	8		72%	0	-3 ◇	-7 ◇
B33. I have the skills I need to do my job effectively	24	63	11			86%	+2 ◇	-2 ◇	-4 ◇
B34. I have the tools I need to do my job effectively	11	49	19	16	5	60%	-3 ◇	-11 ◇	-15 ◇
B35. I have an acceptable workload	7	47	20	18	7	54%	+3 ◇	-6 ◇	-11 ◇
B36. I achieve a good balance between my work life and my private life	12	51	18	14	5	63%	+4 ◇	-4 ◇	-10 ◇
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance		26	25	31	15	29%	0	-2 ◇	-7 ◇
B38. I am satisfied with the total benefits package		27	28	29	12	30%	+2 ◇	-3 ◇	-9 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		21	26	32	18	24%	0	-2 ◇	-9 ◇

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 CS2012
 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 CS2012	Difference from CS High Performers
B40. I feel that BIS as a whole is managed well	36	37	17	7	39%	+8 ◇	-4 ◇	-18 ◇	
B41. Senior Managers in BIS are sufficiently visible	6	45	27	16	6	51%	+4 ◇	+3 ◇	-10 ◇
B42. I believe the actions of Senior Managers are consistent with the Department's values	4	36	41	12	6	40%	+6 ◇	-2 ◇	-14 ◇
B43. I believe that the Permanent Secretary and Director Generals have a clear vision for the future of BIS [^]	4	37	43	11	6	41%	+12 ◇	+1 ◇	-10 ◇
B44. Overall, I have confidence in the decisions made by the Department's Senior Managers	4	33	41	16	7	37%	+9 ◇	-3 ◇	-15 ◇
B45. I feel that change is managed well in BIS	23	36	27	10	26%	+2 ◇	-3 ◇	-13 ◇	
B46. When changes are made in BIS they are usually for the better	17	48	24	9	19%	+2 ◇	-6 ◇	-17 ◇	
B47. BIS keeps me informed about matters that affect me	5	54	27	10	4	59%	0	+3 ◇	-5 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	27	38	22	9	31%	-2 ◇	-5 ◇	-12 ◇	
B49. I think it is safe to challenge the way things are done in BIS	4	33	35	19	9	37%	+4 ◇	-3 ◇	-10 ◇

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 CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of BIS	7	35	41	13	5	42%	+7 ◇	-12 ◇	-22 ◇
B51. I would recommend BIS as a great place to work	6	30	40	17	6	36%	+6 ◇	-10 ◇	-21 ◇
B52. I feel a strong personal attachment to BIS	6	25	37	24	8	32%	+3 ◇	-13 ◇	-20 ◇
B53. BIS inspires me to do the best in my job	5	25	46	18	6	30%	+4 ◇	-11 ◇	-20 ◇
B54. BIS motivates me to help it achieve its objectives	4	25	45	19	7	29%	+5 ◇	-9 ◇	-18 ◇
Taking action									
B55. I believe that Senior Managers in BIS will take action on the results from this survey	5	36	34	17	8	41%	+8 ◇	-2 ◇	-13 ◇
B56. I believe that managers where I work will take action on the results from this survey	10	42	29	13	6	52%	+4 ◇	0	-7 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	5	24	49	14	8	29%	+10 ◇	-3 ◇	-11 ◇

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 CS2012	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		14%	+1	+2 ^	-3 ^
I want to stay working for BIS for at least the next year		35%	0	+6 ^	+1
I want to stay working for BIS for at least the next three years		44%	-2	-7 ^	-15 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		5	95%	0	+7 ^	+1 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		38	62%	0	-1	-7 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in BIS it would be investigated properly?		29	71%	+4 ^	+5 ^	0

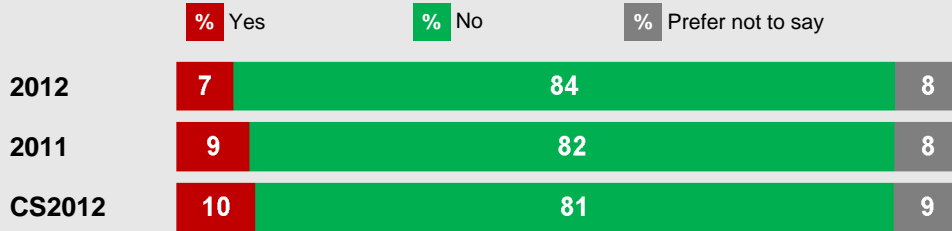
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

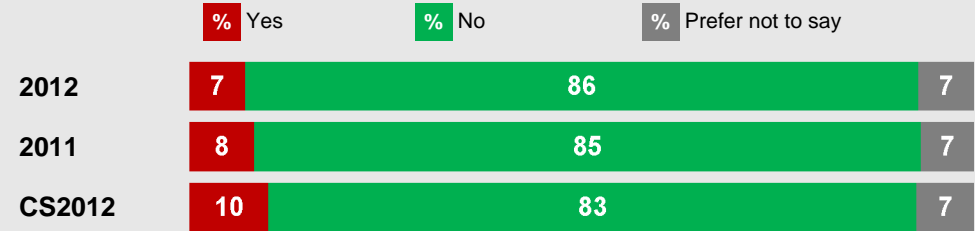
All questions by theme

Discrimination, harassment and bullying

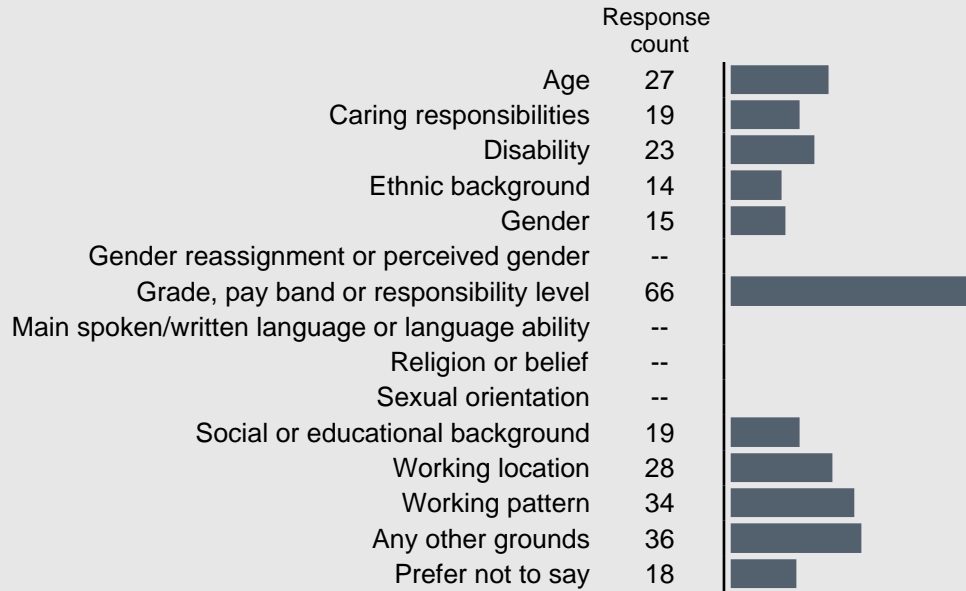
E01. During the past 12 months, have you personally experienced discrimination at work?



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

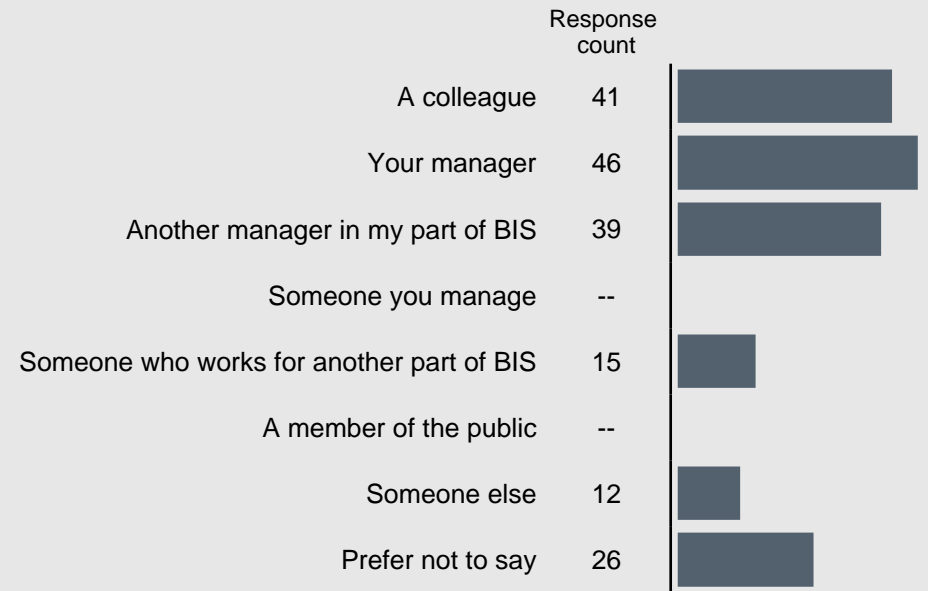


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



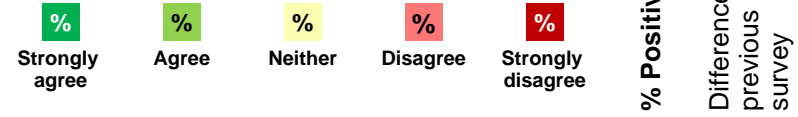
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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



BIS questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I understand the new BIS values and behaviours	7	49	28	13	5	57%	-
F02. I believe the new BIS values make the organisation a better place to work	4	21	53	17	5	25%	-
F03. I review my learning and development needs with my manager on a regular basis	7	42	25	20	5	49%	-
F04. My manager encourages me to make time for learning and development	11	48	24	12	5	59%	-
F05. Learning and development activities I have completed in the past 12 months have helped me to improve my team's performance	7	36	41	12	4	42%	-

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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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: ✦

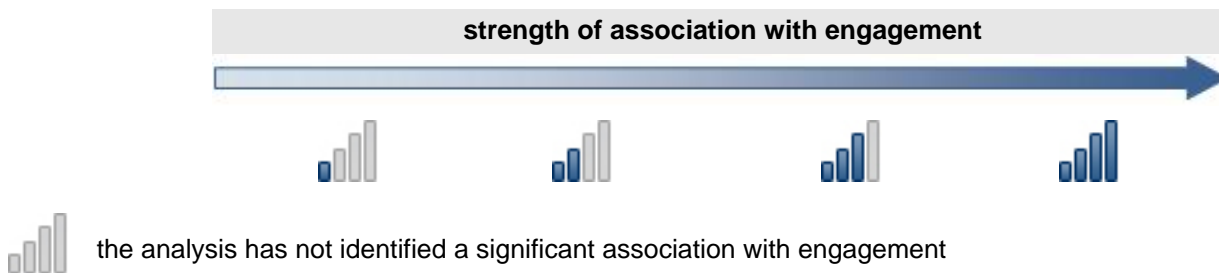
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2012 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.