

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





Strength of association with engagement



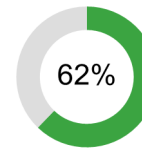
Statistically significant difference from comparison

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.

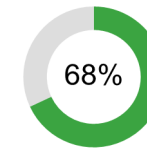
## Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		45%	0	+3 ✧	-6 ✧
My work		77%	-2 ✧	+2 ✧	-2 ✧
My manager		68%	+1	+1	-2 ✧
Learning and development		55%	0	+5 ✧	-1
Pay and benefits		26%	0	-4 ✧	-10 ✧
Resources and workload		72%	+1	0	-5 ✧
Organisational objectives and purpose		78%	-4 ✧	-4 ✧	-8 ✧
My team		81%	0	+1 ✧	-2 ✧
Inclusion and fair treatment		76%	+1	+1 ✧	-3 ✧

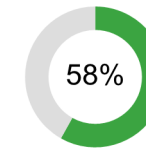
## Wellbeing



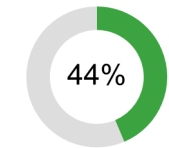
Overall, how satisfied are you with your life nowadays?



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

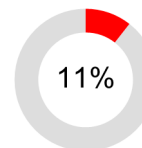


Overall, how happy did you feel yesterday?

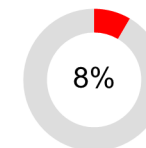


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

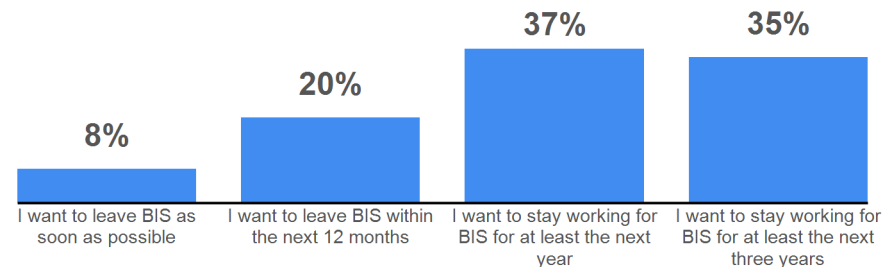


During the past 12 months have you personally experienced discrimination at work?



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

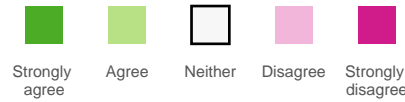
### My work

**77%** -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	40	50	7	1	2	89%	-2 ♦	0	-2 ♦
B02 I am sufficiently challenged by my work	36	45	10	7	2	81%	-2 ♦	+2 ♦	-2 ♦
B03 My work gives me a sense of personal accomplishment	25	50	15	9	1	74%	-3 ♦	-1 ♦	-4 ♦
B04 I feel involved in the decisions that affect my work	16	43	20	17	4	59%	-5 ♦	+3 ♦	-5 ♦
B05 I have a choice in deciding how I do my work	27	53	12	6	2	80%	0	+7 ♦	+1 ♦

### Organisational objectives and purpose

**78%** -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of the Department's purpose	22	59	13	5	1	81%	-4 ♦	-4 ♦	-8 ♦
B07 I have a clear understanding of the Department's objectives	19	56	17	6	1	75%	-4 ♦	-4 ♦	-9 ♦
B08 I understand how my work contributes to the Department's objectives	24	56	14	5	1	79%	-4 ♦	-3 ♦	-7 ♦

## All questions by theme

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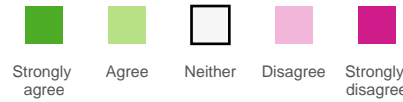
### My manager

**68%** +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	24	46	18	9	3	70%	-1	+2 ♦	-2 ♦
B10	My manager is considerate of my life outside work	41	43	10	6	0	84%	+1	+2 ♦	-1 ♦
B11	My manager is open to my ideas	38	46	11	5	0	84%	+1 ♦	+4 ♦	0
B12	My manager helps me to understand how I contribute to the Department's objectives	19	45	26	8	2	64%	+1	0	-4 ♦
B13	Overall, I have confidence in the decisions made by my manager	30	47	15	6	2	77%	+1 ♦	+4 ♦	0
B14	My manager recognises when I have done my job well	32	48	12	5	3	81%	+1 ♦	+2 ♦	-1
B15	I receive regular feedback on my performance	19	46	20	13	2	64%	0	-2 ♦	-6 ♦
B16	The feedback I receive helps me to improve my performance	18	46	25	8	3	64%	+1	+2 ♦	-1 ♦
B17	I think that my performance is evaluated fairly	16	44	24	11	6	60%	+2 ♦	-3 ♦	-8 ♦
B18	Poor performance is dealt with effectively in my team	8	29	45	12	5	37%	0	-2 ♦	-6 ♦

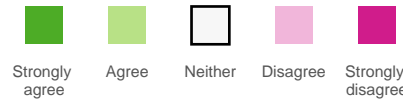
### My team

**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 CS2015	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	11	5	0	84%	0	0	-2 ♦
B20	The people in my team work together to find ways to improve the service we provide	30	52	13	5	0	82%	-1 ♦	+2 ♦	-2 ♦
B21	The people in my team are encouraged to come up with new and better ways of doing things	26	50	17	5	2	77%	0	+2 ♦	-2 ♦

## All questions by theme

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

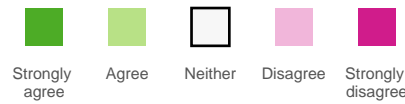
### Learning and development

55% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	16	51	21	9	3	68%	+1	+5 ◆	0
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	45	30	8	3	59%	+1	+8 ◆	+1 ◆
B24	There are opportunities for me to develop my career in BIS	10	35	29	17	8	45%	-2 ◆	+4 ◆	-4 ◆
B25	Learning and development activities I have completed while working for BIS are helping me to develop my career	11	36	35	12	5	47%	-1	+3 ◆	-3 ◆

### Inclusion and fair treatment

76% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	26	53	12	6	3	80%	+2 ◆	+1 ◆	-2 ◆
B27	I am treated with respect by the people I work with	32	53	10	3	2	86%	0	+1 ◆	-1 ◆
B28	I feel valued for the work I do	20	46	19	10	5	66%	-1	+2 ◆	-3 ◆
B29	I think that BIS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	24	48	18	7	3	72%	+2 ◆	0	-6 ◆

## All questions by theme

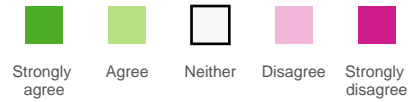
◆ indicates statistically significant difference from comparison  
 ▲ indicates a variation in question wording from your previous survey

### Resources and workload **72%** +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	22	58	12	7	7	80%	-1 ◆	-3 ◆	-6 ◆
B31 I get the information I need to do my job well	14	56	18	10	10	69%	-2 ◆	0	-4 ◆
B32 I have clear work objectives	18	59	13	8	8	76%	-1 ◆	+1 ◆	-3 ◆
B33 I have the skills I need to do my job effectively	23	64	9	9	9	88%	+1	0	-3 ◆
B34 I have the tools I need to do my job effectively	15	56	18	10	10	70%	+7 ◆	+2 ◆	-4 ◆
B35 I have an acceptable workload	8	49	18	18	7	57%	+2 ◆	-2 ◆	-7 ◆
B36 I achieve a good balance between my work life and my private life	14	50	18	13	6	64%	+1 ◆	-3 ◆	-8 ◆

### Pay and benefits **26%** 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	25	21	30	21	21	28%	+1	-3 ◆	-9 ◆
B38 I am satisfied with the total benefits package	25	23	30	19	19	28%	-1	-5 ◆	-11 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	19	22	30	26	26	22%	0	-4 ◆	-10 ◆

## All questions by theme

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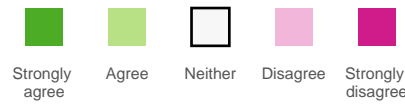
### Leadership and managing change

45% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40	I feel that BIS as a whole is managed well	6	45	31	13	5	51%	+2 ◆	+5 ◆	-6 ◆
B41	Senior managers in BIS are sufficiently visible	13	50	21	13	5	63%	+3 ◆	+10 ◆	-3 ◆
B42	I believe the actions of senior managers are consistent with the Department's values	9	43	34	9	5	52%	+3 ◆	+7 ◆	-4 ◆
B43	I believe that the Permanent Secretary and Directors General have a clear vision for the future of BIS <sup>^</sup>	9	40	34	12	5	49%	-3 ◆	+7 ◆	-5 ◆
B44	Overall, I have confidence in the decisions made by the Department's senior managers	7	38	37	12	6	45%	-1	+4 ◆	-7 ◆
B45	I feel that change is managed well in BIS	7	27	38	23	8	31%	+3 ◆	0	-8 ◆
B46	When changes are made in BIS they are usually for the better	7	19	48	23	8	22%	-6 ◆	-5 ◆	-13 ◆
B47	BIS keeps me informed about matters that affect me	7	56	25	8	5	64%	0	+8 ◆	-1
B48	I have the opportunity to contribute my views before decisions are made that affect me	5	31	33	24	7	36%	+1 ◆	0	-9 ◆
B49	I think it is safe to challenge the way things are done in BIS	6	36	32	18	8	43%	+1	+1 ◆	-7 ◆

## All questions by theme

♦ indicates statistically significant difference from comparison  
 ^ 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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of BIS	10	41	35	10	5	51%	+1 ♦	-6 ♦	-15 ♦
B51 I would recommend BIS as a great place to work	11	36	34	15	5	47%	-1	-1	-12 ♦
B52 I feel a strong personal attachment to BIS	9	27	34	22	7	37%	+1	-10 ♦	-17 ♦
B53 BIS inspires me to do the best in my job	8	30	40	17	5	38%	0	-6 ♦	-13 ♦
B54 BIS motivates me to help it achieve its objectives	7	30	39	18	5	37%	-1	-5 ♦	-11 ♦

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior managers in BIS will take action on the results from this survey	9	40	29	15	7	49%	0	+6 ♦	-5 ♦
B56 I believe that managers where I work will take action on the results from this survey	17	45	23	10	5	62%	+1	+7 ♦	0
B57 Where I work, I think effective action has been taken on the results of the last survey	11	30	40	13	5	41%	+3 ♦	+8 ♦	-1



## All questions by theme

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 ^ indicates a variation in question wording from your previous survey

### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	28	59	8	8	8	87%	+1 ◇	-1	-2 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	18	53	19	8	8	71%	+1 ◇	+3 ◇	-1 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	16	51	21	8	8	67%	0	+2 ◇	-3 ◇
B61 When I talk about BIS I say "we" rather than "they"	19	52	20	7	7	71%	-1	+1 ◇	-7 ◇
B62 I have some really good friendships at work	22	48	21	7	7	70%	0	-6 ◇	-9 ◇

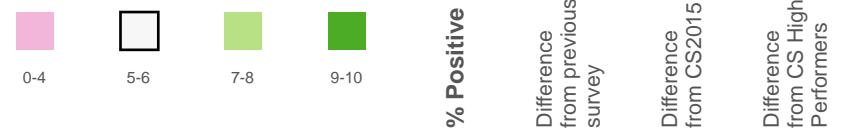
### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	21	48	19	9	9	69%	--	+2 ◇	-2 ◇
B64 Senior managers inspire people across BIS to do their best	8	37	38	13	13	45%	--	+8 ◇	-1 ◇
B65 My manager leads our team with confidence	26	50	15	6	6	76%	--	+6 ◇	0
B66 Senior managers lead BIS with confidence	11	46	32	7	7	57%	--	+10 ◇	0
B67 My manager empowers me to do my job effectively	24	51	15	7	7	75%	--	+3 ◇	-1
B68 The Department's senior managers empower teams to deliver	9	39	39	9	9	48%	--	+8 ◇	-1
B69 Senior managers in BIS actively role model the behaviours set out in the Civil Service Leadership Statement	8	35	43	9	5	43%	--	+7 ◇	-1
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	43	28	6	6	62%	--	+5 ◇	0

## All questions by theme

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### Wellbeing



Unlike the questions B01-B70 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	13	25	52	10	62%	0	-3 ♦	-6 ♦
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	22	51	17	68%	0	-3 ♦	-6 ♦
W03 Overall, how happy did you feel yesterday?	17	25	44	14	58%	0	-4 ♦	-7 ♦

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



W04 Overall, how anxious did you feel yesterday?	16	28	23	33	44%	-1	-6 ♦	-9 ♦
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## All questions by theme

◇ indicates statistically significant difference from comparison  
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### 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 CS2015	Difference from CS High Performers
I want to leave BIS as soon as possible		8%	+2 ◇	0	-3 ◇
I want to leave BIS within the next 12 months		20%	+4 ◇	+5 ◇	+1
I want to stay working for BIS for at least the next year		37%	-3 ◇	+5 ◇	-1 ◇
I want to stay working for BIS for at least the next three years		35%	-3 ◇	-8 ◇	-16 ◇

### The Civil Service Code

Differences are based on '% Yes' score

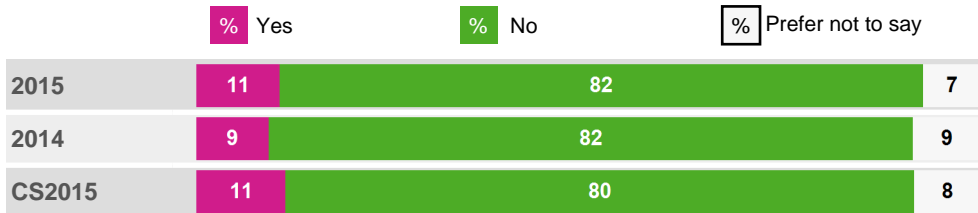
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			98%	0 ◇	+7 ◇	+3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			67%	+1	0	-6 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in BIS it would be investigated properly?			71%	0	+4 ◇	-2 ◇

## All questions by theme

◆ indicates statistically significant difference from comparison  
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### Discrimination, harassment and bullying

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



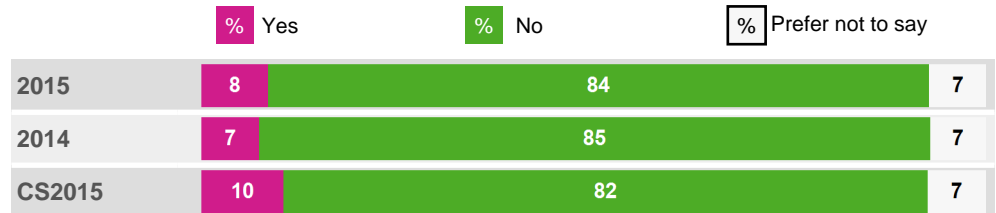
For respondents who selected 'Yes' to question E01.

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

	Response Count	
Age	52	
Caring responsibilities	22	
Disability	33	
Ethnic background	21	
Gender	25	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	66	
Main spoken/written language or language ability	11	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	19	
Working location	35	
Working pattern	47	
Any other grounds	41	
Prefer not to say	23	

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	38	
Your manager	64	
Another manager in my part of BIS	33	
Someone you manage	--	
Someone who works for another part of BIS	20	
A member of the public	--	
Someone else	10	
Prefer not to say	27	

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

## All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

### Department for Business, Innovation and Skills questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I understand the BIS values and behaviours	20	65	11			85%	+3 ◇
F02 I believe the BIS values make the organisation a better place to work	12	45	33	8		57%	+8 ◇
F03 BIS believes in the importance of effective people management	14	52	23	9		66%	+2 ◇
F04 I believe BIS supports managers to develop their management skills <sup>▲</sup>	10	47	30	10		57%	-3 ◇
F05 I am aware of the Managers Charter	23	57	10	8		80%	+3 ◇
F06 I believe my manager is demonstrating what is required under the Managers Charter	17	44	28	7		61%	+7 ◇
F07 My manager makes effective people management a key part of their job	20	47	20	10		67%	+3 ◇
F08 My manager encourages me to make time for learning and development	22	52	18	7		74%	0
F09 I have given my manager informal or formal feedback in the last 3 months	18	45	16	18		63%	+2 ◇
F10 I feel comfortable giving feedback about my manager	16	45	17	16	5	61%	--
F11 I feel confident about holding Personal Development Plan (PDP) discussions with my staff (leave blank if you are not a manager)	27	54	15			81%	+5 ◇

## 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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.