

## Your engagement index

# 50%

Difference from  
previous survey

-4 ✧

Difference from  
CS2010

-7 ✧

Difference from CS High  
Performers

-12 ✧

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 CS2010
B50. I am proud when I tell others I am part of BIS	36%	-4 ✧	-19 ✧
B51. I would recommend BIS as a great place to work	30%	-8 ✧	-11 ✧

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

B52. I feel a strong personal attachment to BIS	30%	0	-16 ✧
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#### Strive: motivated to do the best for the organisation...










B53. BIS inspires me to do the best in my job	27%	-3 ✧	-12 ✧
B54. BIS motivates me to help it achieve its objectives	26%	-6 ✧	-10 ✧

✧ = 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 CS2010	Difference from CS High Performers
Leadership and managing change		36%	-7 ✧	-1 ✧	-10 ✧
My work		71%	-5 ✧	+1 ✧	-4 ✧
My line manager		66%	0	+1 ✧	-2 ✧
Learning and development		43%	-11 ✧	-1 ✧	-6 ✧
Pay and benefits		29%	-7 ✧	-8 ✧	-14 ✧
Organisational objectives and purpose		73%	-6 ✧	-8 ✧	-14 ✧
Resources and workload		71%	0	-2 ✧	-6 ✧
My team		78%	-1	+1 ✧	-3 ✧
Inclusion and fair treatment		74%	-2 ✧	0	-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 the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Diff. from CS2010
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>			
B41. Senior Managers in BIS are sufficiently visible	50%	-4 ◇	+5 ◇
B47. BIS keeps me informed about matters that affect me	58%	-8 ◇	+4 ◇
B45. I feel that change is managed well in BIS	31%	-10 ◇	+4 ◇
B42. I believe the actions of Senior Managers are consistent with the Department's values	40%	-5 ◇	+1
B44. Overall, I have confidence in the decisions made by the Department's Senior Managers	33%	-8 ◇	-3 ◇
B40. I feel that BIS as a whole is managed well	38%	-8 ◇	-3 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	28%	-2 ◇	-4 ◇
B49. I think it is safe to challenge the way things are done in BIS	34%	-5 ◇	-5 ◇
B46. When changes are made in BIS they are usually for the better	18%	-7 ◇	-5 ◇
B43. I believe that the Management Board has a clear vision for the future of BIS	29%	-11 ◇	-6 ◇

<b>My work</b> <span style="float: right;">Strength of association with engagement: </span>			
B05. I have a choice in deciding how I do my work	73%	-4 ◇	+3 ◇
B04. I feel involved in the decisions that affect my work	51%	-8 ◇	+2 ◇
B02. I am sufficiently challenged by my work	75%	-4 ◇	+1 ◇
B01. I am interested in my work	88%	-2 ◇	0
B03. My work gives me a sense of personal accomplishment	70%	-5 ◇	-2 ◇








<b>My line manager</b> <span style="float: right;">Strength of association with engagement: </span>			
B13. Overall, I have confidence in the decisions made by my manager	73%	0	+4 ◇
B10. My manager is considerate of my life outside work	82%	+2 ◇	+4 ◇
B11. My manager is open to my ideas	80%	-1	+3 ◇
B09. My manager motivates me to be more effective in my job	65%	+1	+3 ◇
B17. I think that my performance is evaluated fairly	65%	+1	+3 ◇
B16. The feedback I receive helps me to improve my performance	60%	-1	+3 ◇
B14. My manager recognises when I have done my job well	78%	0	+1 ◇
B18. Poor performance is dealt with effectively in my team	38%	0	+1
B15. I receive regular feedback on my performance	60%	-1	0
B12. My manager helps me to understand how I contribute to the Department's objectives	57%	-2	-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 CS2010	Difference from CS High Performers
<b>My work</b>									
 :Strength of association with engagement									
B01. I am interested in my work	39	49	7			88%	-2 ◇	0	-3 ◇
B02. I am sufficiently challenged by my work	29	46	13	10		75%	-4 ◇	+1 ◇	-3 ◇
B03. My work gives me a sense of personal accomplishment	22	48	18	10		70%	-5 ◇	-2 ◇	-7 ◇
B04. I feel involved in the decisions that affect my work	11	40	23	20	6	51%	-8 ◇	+2 ◇	-6 ◇
B05. I have a choice in deciding how I do my work	20	53	17	7		73%	-4 ◇	+3 ◇	-3 ◇
<b>Organisational objectives and purpose</b>									
 :Strength of association with engagement									
B06. I have a clear understanding of the Department's purpose	16	60	16	7		75%	-5 ◇	-9 ◇	-15 ◇
B07. I have a clear understanding of the Department's objectives	13	55	20	9		68%	-8 ◇	-9 ◇	-17 ◇
B08. I understand how my work contributes to the Department's objectives	19	57	16	6		76%	-5 ◇	-5 ◇	-10 ◇

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>My line manager</b>									
:Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	18	47	21	10	4	65%	+1	+3 ◇	-2 ◇
B10. My manager is considerate of my life outside work	34	48	12	5		82%	+2 ◇	+4 ◇	-1
B11. My manager is open to my ideas	30	50	14	4		80%	-1	+3 ◇	-1 ◇
B12. My manager helps me to understand how I contribute to the Department's objectives	14	43	30	10		57%	-2	-1 ◇	-7 ◇
B13. Overall, I have confidence in the decisions made by my manager	24	49	17	7		73%	0	+4 ◇	-1 ◇
B14. My manager recognises when I have done my job well	27	51	15	6		78%	0	+1 ◇	-2 ◇
B15. I receive regular feedback on my performance	16	44	23	14		60%	-1	0	-5 ◇
B16. The feedback I receive helps me to improve my performance	15	44	28	9		60%	-1	+3 ◇	-2 ◇
B17. I think that my performance is evaluated fairly	15	49	24	8	4	65%	+1	+3 ◇	-2 ◇
B18. Poor performance is dealt with effectively in my team	7	31	42	13	7	38%	0	+1	-3 ◇
<b>My team</b>									
:Strength of association with engagement									
B19. The people in my team can be relied upon to help when things get difficult in my job	30	53	12	4		83%	0	0	-2 ◇
B20. The people in my team work together to find ways to improve the service we provide	25	53	16	5		78%	-2 ◇	0	-4 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	22	51	20	6		72%	-2	+2 ◇	-2 ◇

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>Learning and development</b>									
:Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	8	44	29	16	4	52%	-16 ◇	-4 ◇	-11 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	40	37	11		48%	-9 ◇	0	-5 ◇
B24. There are opportunities for me to develop my career in BIS	4	25	33	23	14	30%	-14 ◇	+1 ◇	-6 ◇
B25. Learning and development activities I have completed while working for BIS are helping me to develop my career	6	35	36	16	6	41%	-4 ◇	0	-5 ◇
<b>Inclusion and fair treatment</b>									
:Association with engagement not identified									
B26. I am treated fairly at work	22	57	14	5		79%	-3 ◇	0	-3 ◇
B27. I am treated with respect by the people I work with	26	58	11			84%	-2 ◇	+1	-2 ◇
B28. I feel valued for the work I do	15	47	21	12	5	62%	-4 ◇	+2 ◇	-3 ◇
B29. I think that BIS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	16	54	21	6		70%	-1	-1	-5 ◇

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<b>Resources and workload</b>									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	19	60	13	7		79%	-2 ◇	-3 ◇	-7 ◇
B31. I get the information I need to do my job well	12	55	21	10		67%	0	0	-3 ◇
B32. I have clear work objectives	15	57	16	9		72%	-2 ◇	-2 ◇	-7 ◇
B33. I have the skills I need to do my job effectively	23	66	9			89%	+1	+1	-2 ◇
B34. I have the tools I need to do my job effectively	13	60	16	9		73%	0	+1	-3 ◇
B35. I have an acceptable workload	8	49	20	17	6	57%	-1	-5 ◇	-10 ◇
B36. I achieve a good balance between my work life and my private life	13	51	18	14	4	64%	+1	-6 ◇	-9 ◇
<b>Pay and benefits</b>									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	29	26	28	15		31%	-6 ◇	-7 ◇	-14 ◇
B38. I am satisfied with the total benefits package	27	29	27	14		30%	-11 ◇	-9 ◇	-17 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	22	26	30	19		25%	-4 ◇	-6 ◇	-14 ◇

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




	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>Leadership and managing change</b>									
■ ■ ■ :Strength of association with engagement									
B40. I feel that BIS as a whole is managed well	35		38	17	7	38%	-8 ◇	-3 ◇	-16 ◇
B41. Senior Managers in BIS are sufficiently visible	6	44	27	17	6	50%	-4 ◇	+5 ◇	-10 ◇
B42. I believe the actions of Senior Managers are consistent with the Department's values	4	36	42	12	6	40%	-5 ◇	+1	-12 ◇
B43. I believe that the Management Board has a clear vision for the future of BIS		26	48	16	7	29%	-11 ◇	-6 ◇	-18 ◇
B44. Overall, I have confidence in the decisions made by the Department's Senior Managers		30	44	15	8	33%	-8 ◇	-3 ◇	-15 ◇
B45. I feel that change is managed well in BIS		29	35	26	9	31%	-10 ◇	+4 ◇	-8 ◇
B46. When changes are made in BIS they are usually for the better	17		48	26	8	18%	-7 ◇	-5 ◇	-14 ◇
B47. BIS keeps me informed about matters that affect me	5	53	27	11	4	58%	-8 ◇	+4 ◇	-4 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	26		33	29	10	28%	-2 ◇	-4 ◇	-11 ◇
B49. I think it is safe to challenge the way things are done in BIS	31		38	20	8	34%	-5 ◇	-5 ◇	-13 ◇

# All questions by theme

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

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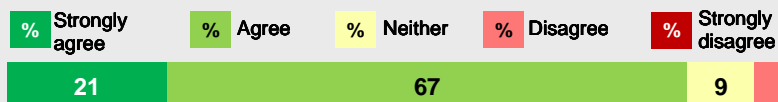
◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of BIS	5	31	43	15	5	36%	-4 ◇	-19 ◇	-28 ◇
B51. I would recommend BIS as a great place to work	5	26	41	21	8	30%	-8 ◇	-11 ◇	-22 ◇
B52. I feel a strong personal attachment to BIS	6	25	35	26	10	30%	0	-16 ◇	-24 ◇
B53. BIS inspires me to do the best in my job	4	23	44	22	7	27%	-3 ◇	-12 ◇	-22 ◇
B54. BIS motivates me to help it achieve its objectives	4	22	44	23	7	26%	-6 ◇	-10 ◇	-20 ◇
<b>Taking action</b>									
B55. I believe that Senior Managers in BIS will take action on the results from this survey	4	31	34	20	10	35%	-11 ◇	-2 ◇	-12 ◇
B56. I believe that managers where I work will take action on the results from this survey	8	38	29	16	8	46%	-5 ◇	0	-6 ◇

# All questions by theme

## Data Security

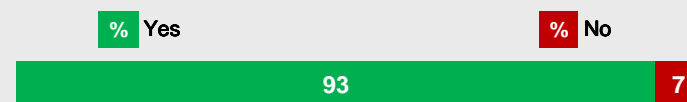
C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

<b>88%</b>	<b>2010 % Positive</b>
+5 ⚡	Difference from previous survey
+5 ⚡	Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

<b>93%</b>	<b>2010 % Yes</b>
+8 ⚡	Difference from previous survey
+15 ⚡	Difference from CS2010

## Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for BIS?

Statement	Percentage	Difference from previous survey	Difference from CS2010
I want to leave BIS as soon as possible	8%	+3 ⚡	+1 ⚡
I want to leave BIS within the next 12 months	14%	-2 ⚡	+3 ⚡
I want to stay working for BIS for at least the next year	30%	-5 ⚡	+4 ⚡
I want to stay working for BIS for at least the next three years	48%	+4 ⚡	-7 ⚡

## The Civil Service Code

Differences are based on '% Yes' score

Statement	Percentage	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	95%	+4 ⚡	+14 ⚡
E02. Are you aware of how to raise a concern under the Civil Service Code?	61%	+12 ⚡	+8 ⚡
E03. Are you confident that if you raised a concern under the Civil Service Code in BIS it would be investigated properly?	67%	+3 ⚡	+5 ⚡

^ indicates a variation in question wording from your previous survey

⚡ indicates statistically significant difference from comparison

# All questions by theme

## Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?



% Yes

9% | Previous survey

10% <sup>^</sup> | CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



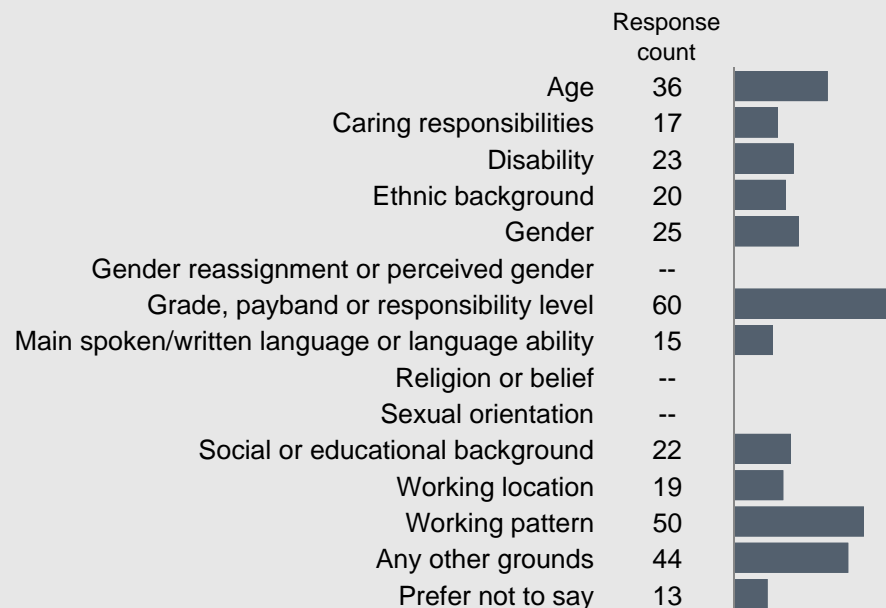
% Yes

8% | Previous survey

10% <sup>^</sup> | CS2010

For respondents who selected 'Yes' to question F01.

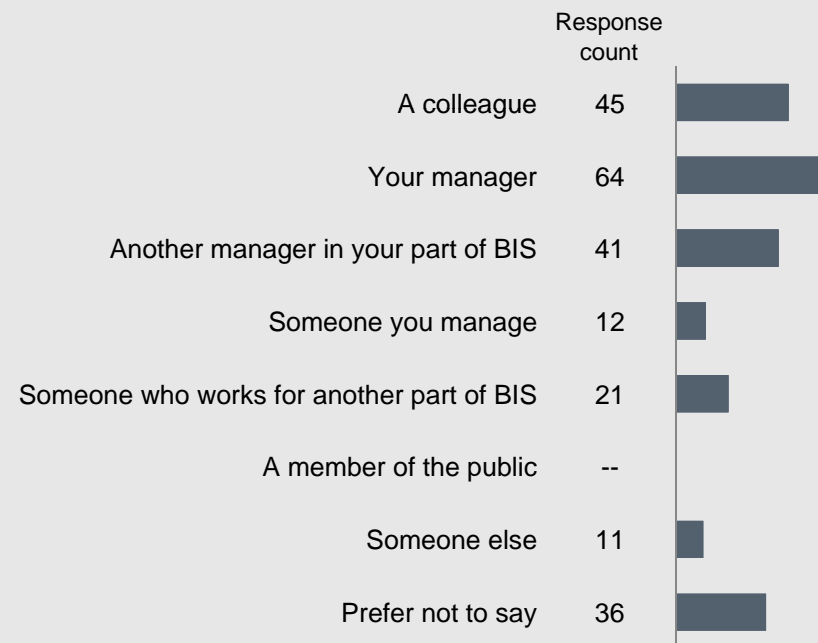
F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

For respondents who selected 'Yes' to question F03.

F04. 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 '--'

<sup>^</sup> indicates a variation in question wording from your previous survey

<sup>^</sup> indicates statistically significant difference from comparison

# 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

	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	<b>Difference from previous survey</b>
<b>BIS questions</b>							
G01. I believe senior managers and corporate services have done a good job in bringing together the two departments	32	42	18	5	4	35%	-13 ◇
G02. Senior managers have worked together as a team in addressing the changes required to create BIS	37	46	10	4	4	40%	-11 ◇
G03. I believe the BIS mission and strapline 'Investing in our Future' encapsulates the work of the department	41	36	14	5	4	45%	-14 ◇
G04. I understand the BIS mission	54	28	10	5	4	58%	-10 ◇
G05. I believe there will be benefits to me and my work from being part of the new department	30	45	15	5	4	34%	-8 ◇

# Appendix

## Glossary of key terms

<b>% positive</b>	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> ).
<b>Previous survey</b>	Comparisons to the previous survey relate to the results from the 2009 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.
<b>CS2010</b>	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 Civil Service People Survey.
<b>CS High Performers</b>	For each question, this is the upper quartile score across all organisations that have taken part in the 2010 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: ✧

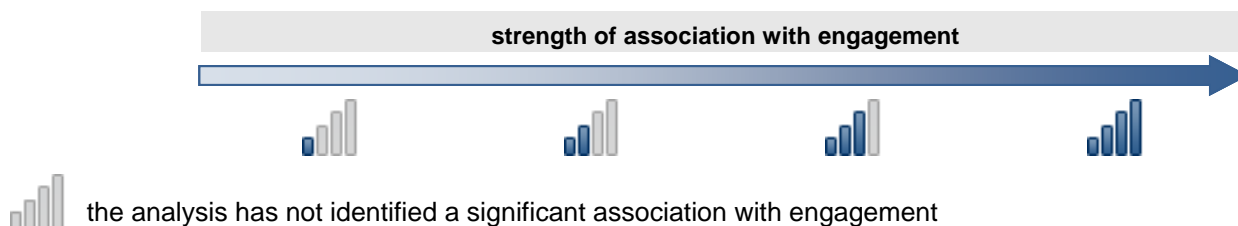
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



## Confidentiality

This survey was carried out as part of the 2010 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 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.