

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





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 CS2016	Difference from CS High Performers
Leadership and managing change		41%	-2 ✧	-11 ✧
My work		77%	+2 ✧	-2 ✧
Organisational objectives and purpose		52%	-31 ✧	-35 ✧
My manager		68%	0	-2 ✧
Pay and benefits		26%	-5 ✧	-12 ✧
Learning and development		56%	+5 ✧	+1
Resources and workload		72%	-1 ✧	-5 ✧
Inclusion and fair treatment		79%	+3 ✧	0
My team		81%	+2 ✧	-2 ✧



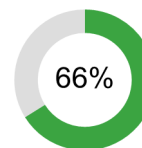
Strength of association with engagement



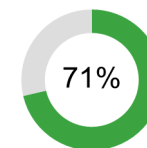
Statistically significant difference from comparison

Wellbeing

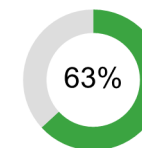
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



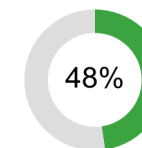
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



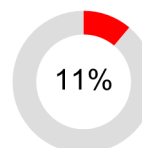
W03. Overall, how happy did you feel yesterday?



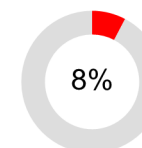
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

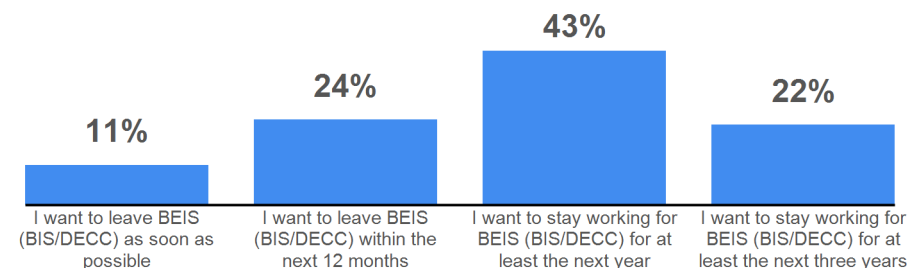


During the past 12 months have you personally experienced discrimination at work?



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

My work

77%



Strength of association with engagement



% Positive

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	40	50	6			90%	0	-2 ◆
B02 I am sufficiently challenged by my work	33	46	10	8		79%	-1 ◆	-3 ◆
B03 My work gives me a sense of personal accomplishment	24	51	14	8		75%	0	-4 ◆
B04 I feel involved in the decisions that affect my work	14	44	18	17	7	58%	+2 ◆	-3 ◆
B05 I have a choice in deciding how I do my work	25	56	12	6		81%	+6 ◆	+2 ◆

Organisational objectives and purpose

52%



Strength of association with engagement



% Positive

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of BEIS's (BIS/DECC) purpose	10	43	22	20	6	52%	-33 ◆	-38 ◆
B07 I have a clear understanding of BEIS's (BIS/DECC) objectives	8	36	26	24	7	43%	-37 ◆	-41 ◆
B08 I understand how my work contributes to BEIS's (BIS/DECC) objectives	15	46	21	13	5	61%	-22 ◆	-27 ◆



All questions by theme

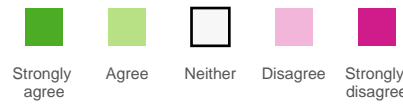
◆ indicates statistically significant difference from comparison

My manager

68%



Strength of association with engagement



% Positive

Difference from CS2016

Difference from CS High Performers

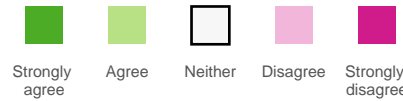
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	25	48	15	8	8	73%	+5 ◆	0
B10 My manager is considerate of my life outside work	45	42	8	8	8	87%	+5 ◆	+2 ◆
B11 My manager is open to my ideas	41	45	9	9	9	86%	+5 ◆	+2 ◆
B12 My manager helps me to understand how I contribute to BEIS's (BIS/DECC) objectives	17	41	29	10	10	57%	-7 ◆	-12 ◆
B13 Overall, I have confidence in the decisions made by my manager	31	48	13	5	5	79%	+5 ◆	0
B14 My manager recognises when I have done my job well	32	49	12	5	5	81%	+3 ◆	-1 ◆
B15 I receive regular feedback on my performance	18	44	20	14	14	62%	-4 ◆	-7 ◆
B16 The feedback I receive helps me to improve my performance	19	45	23	10	10	64%	+1 ◆	-3 ◆
B17 I think that my performance is evaluated fairly	16	43	23	11	6	60%	-4 ◆	-8 ◆
B18 Poor performance is dealt with effectively in my team	7	29	47	12	6	36%	-3 ◆	-7 ◆

My team

81%



Strength of association with engagement



% Positive

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	37	50	9	9	9	87%	+2 ◆	0
B20 The people in my team work together to find ways to improve the service we provide	32	49	13	5	5	82%	0	-3 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	28	48	16	6	6	76%	+2 ◆	-3 ◆



All questions by theme

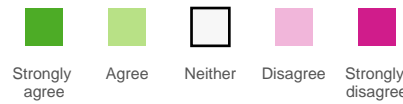
⬠ indicates statistically significant difference from comparison

Learning and development

56%



Strength of association with engagement



% Positive

Difference from CS2016

Difference from CS High Performers

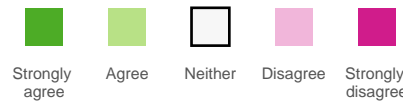
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	15	52	20	10	10	67%	+7 ⬠	0
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	45	31	9	9	58%	+8 ⬠	+1 ⬠
B24	There are opportunities for me to develop my career in BEIS (BIS/DECC)	10	39	27	16	9	49%	+6 ⬠	-2 ⬠
B25	Learning and development activities I have completed while working for BEIS (BIS/DECC) are helping me to develop my career	10	39	35	12	9	49%	+5 ⬠	-3 ⬠

Inclusion and fair treatment

79%



Strength of association with engagement



% Positive

Difference from CS2016

Difference from CS High Performers

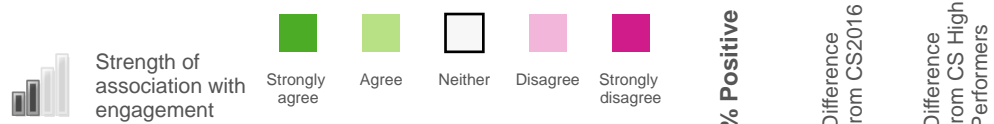
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	29	54	9	5	5	83%	+4 ⬠	0
B27	I am treated with respect by the people I work with	35	53	7	7	7	88%	+4 ⬠	+1 ⬠
B28	I feel valued for the work I do	22	47	16	10	9	69%	+5 ⬠	-1
B29	I think that BEIS (BIS/DECC) respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	25	50	14	6	9	76%	+2 ⬠	-2 ⬠



All questions by theme

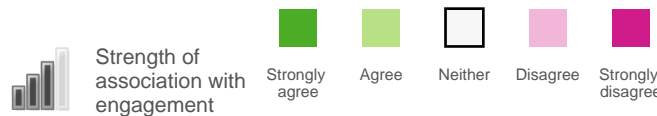
◆ indicates statistically significant difference from comparison

Resources and workload **72%**



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	18	60	12	8		79%	-4 ◆	-8 ◆
B31 I get the information I need to do my job well	13	56	18	11		69%	0	-5 ◆
B32 I have clear work objectives	17	54	16	10		71%	-4 ◆	-9 ◆
B33 I have the skills I need to do my job effectively	24	64	9			88%	-1 ◆	-3 ◆
B34 I have the tools I need to do my job effectively	14	58	17	10		71%	+1 ◆	-4 ◆
B35 I have an acceptable workload	9	50	19	16	6	59%	0	-6 ◆
B36 I achieve a good balance between my work life and my private life	16	52	16	12		67%	0	-5 ◆

Pay and benefits **26%**



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	24	22	29	22		27%	-5 ◆	-12 ◆
B38 I am satisfied with the total benefits package	25	22	31	20		28%	-6 ◆	-12 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	19	20	32	27		22%	-5 ◆	-13 ◆



All questions by theme

◆ indicates statistically significant difference from comparison

Leadership and managing change

41%



Strength of association with engagement



% Positive

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers	
B40	I feel that BEIS (BIS/DECC) as a whole is managed well	35		36	17	8	39%	-8 ◆	-19 ◆	
B41	Senior Civil Servants (SCS) in BEIS (BIS/DECC) are sufficiently visible	11	51		20	12	62%	+7 ◆	-4 ◆	
B42	I believe the actions of Senior Civil Servants (SCS) are consistent with BEIS's (BIS/DECC) values	8	39		38	10	47%	-2 ◆	-10 ◆	
B43	I believe that the Permanent Secretary and Directors General have a clear vision for the future of BEIS (BIS/DECC)		24	42		20	9	28%	-15 ◆	-26 ◆
B44	Overall, I have confidence in the decisions made by BEIS's (BIS/DECC) Senior Civil Servants (SCS)	5	35		37	15	8	41%	-3 ◆	-14 ◆
B45	I feel that change is managed well in BEIS (BIS/DECC)		27	33		24	13	30%	+1 ◆	-11 ◆
B46	When changes are made in BEIS (BIS/DECC) they are usually for the better		17	45		24	11	19%	-11 ◆	-19 ◆
B47	BEIS (BIS/DECC) keeps me informed about matters that affect me	7	53		23	11	6	61%	+5 ◆	-4 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	5	35		30	20	10	40%	+2 ◆	-7 ◆
B49	I think it is safe to challenge the way things are done in BEIS (BIS/DECC)	5	39		32	15	8	45%	+2 ◆	-4 ◆



All questions by theme

⬠ indicates statistically significant difference from comparison

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of BEIS (BIS/DECC)	9	38	36	13	6	47%	-12 ⬠	-19 ⬠
B51 I would recommend BEIS (BIS/DECC) as a great place to work	9	36	34	15	6	45%	-6 ⬠	-16 ⬠
B52 I feel a strong personal attachment to BEIS (BIS/DECC)	7	26	33	25	8	33%	-15 ⬠	-23 ⬠
B53 BEIS (BIS/DECC) inspires me to do the best in my job	6	31	37	20	6	37%	-9 ⬠	-16 ⬠
B54 BEIS (BIS/DECC) motivates me to help it achieve its objectives	5	29	39	20	7	34%	-10 ⬠	-16 ⬠

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B55 I believe that Senior Civil Servants (SCS) in BEIS (BIS/DECC) will take action on the results from this survey	9	41	27	15	8	50%	+4 ⬠	-4 ⬠
B56 I believe that managers where I work will take action on the results from this survey	16	48	21	10	5	65%	+9 ⬠	0
B57 Where I work, I think effective action has been taken on the results of the last survey	9	30	41	13	7	39%	+4 ⬠	-2 ⬠



All questions by theme

⚡ indicates statistically significant difference from comparison

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	28	59	8	8	8	87%	-1 ⚡	-3 ⚡
B59 I believe I would be supported if I try a new idea, even if it may not work	17	56	17	8	8	73%	+5 ⚡	0
B60 When I talk about BEIS (BIS/DECC) I say "we" rather than "they"	19	55	16	8	8	74%	+3 ⚡	-5 ⚡
B61 I have some really good friendships at work	22	49	21	8	8	70%	-6 ⚡	-10 ⚡

Leadership statement

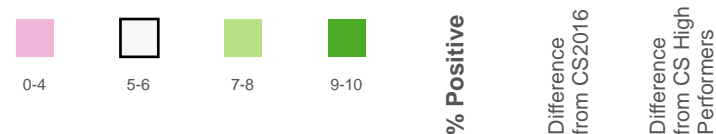
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B62 Senior Civil Servants (SCS) in BEIS (BIS/DECC) actively role model the behaviours set out in the Civil Service Leadership Statement	7	41	36	10	6	48%	+4 ⚡	-1 ⚡
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	49	21	6	6	70%	+8 ⚡	+3 ⚡



All questions by theme

◆ indicates statistically significant difference from comparison

Wellbeing

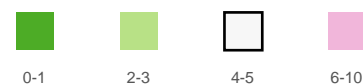


Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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 CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	11	23	55	11	66%	0	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	20	54	18	71%	0	-3 ◆
W03 Overall, how happy did you feel yesterday?	13	24	47	16	63%	0	-3 ◆

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?	17	31	22	31	48%	-2 ◆	-5 ◆
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All questions by theme

✦ indicates statistically significant difference from comparison

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for BEIS (BIS/DECC)?

			Difference from CS2016	Difference from CS High Performers
I want to leave BEIS (BIS/DECC) as soon as possible		11%	+3 ✦	0
I want to leave BEIS (BIS/DECC) within the next 12 months		24%	+9 ✦	+5 ✦
I want to stay working for BEIS (BIS/DECC) for at least the next year		43%	+11 ✦	+4 ✦
I want to stay working for BEIS (BIS/DECC) for at least the next three years		22%	-21 ✦	-29 ✦

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			97%	+6 ✦	+2 ✦
D02. Are you aware of how to raise a concern under the Civil Service Code?			68%	+1 ✦	-6 ✦
D03. Are you confident that if you raised a concern under the Civil Service Code in BEIS (BIS/DECC) it would be investigated properly?			73%	+5 ✦	-3 ✦

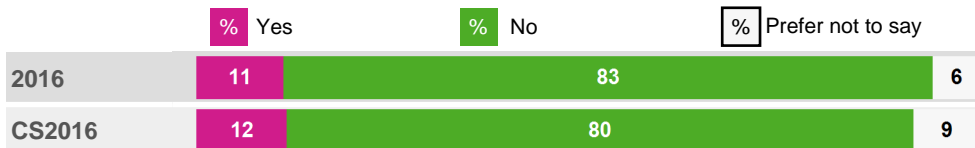


All questions by theme

✦ indicates statistically significant difference from comparison

Discrimination, harassment and bullying

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

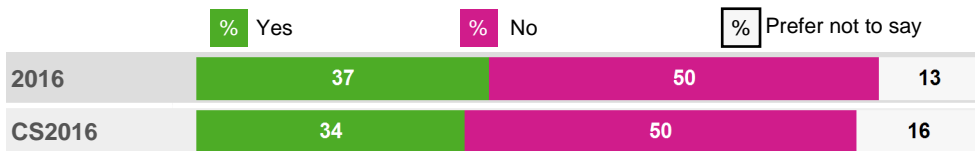


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E03.

E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.

E06. In your opinion, has this issue been resolved?



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	68
Caring responsibilities	32
Disability	27
Ethnic background	29
Gender	48
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	82
Main spoken/written language or language ability	12
Religion or belief	--
Sexual orientation	--
Social or educational background	35
Working location	54
Working pattern	70
Any other grounds	69
Prefer not to say	23

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	60
Your manager	58
Another manager in my part of BEIS (BIS/DECC)	48
Someone you manage	11
Someone who works for another part of BEIS (BIS/DECC)	25
A member of the public	--
Someone else	15
Prefer not to say	39

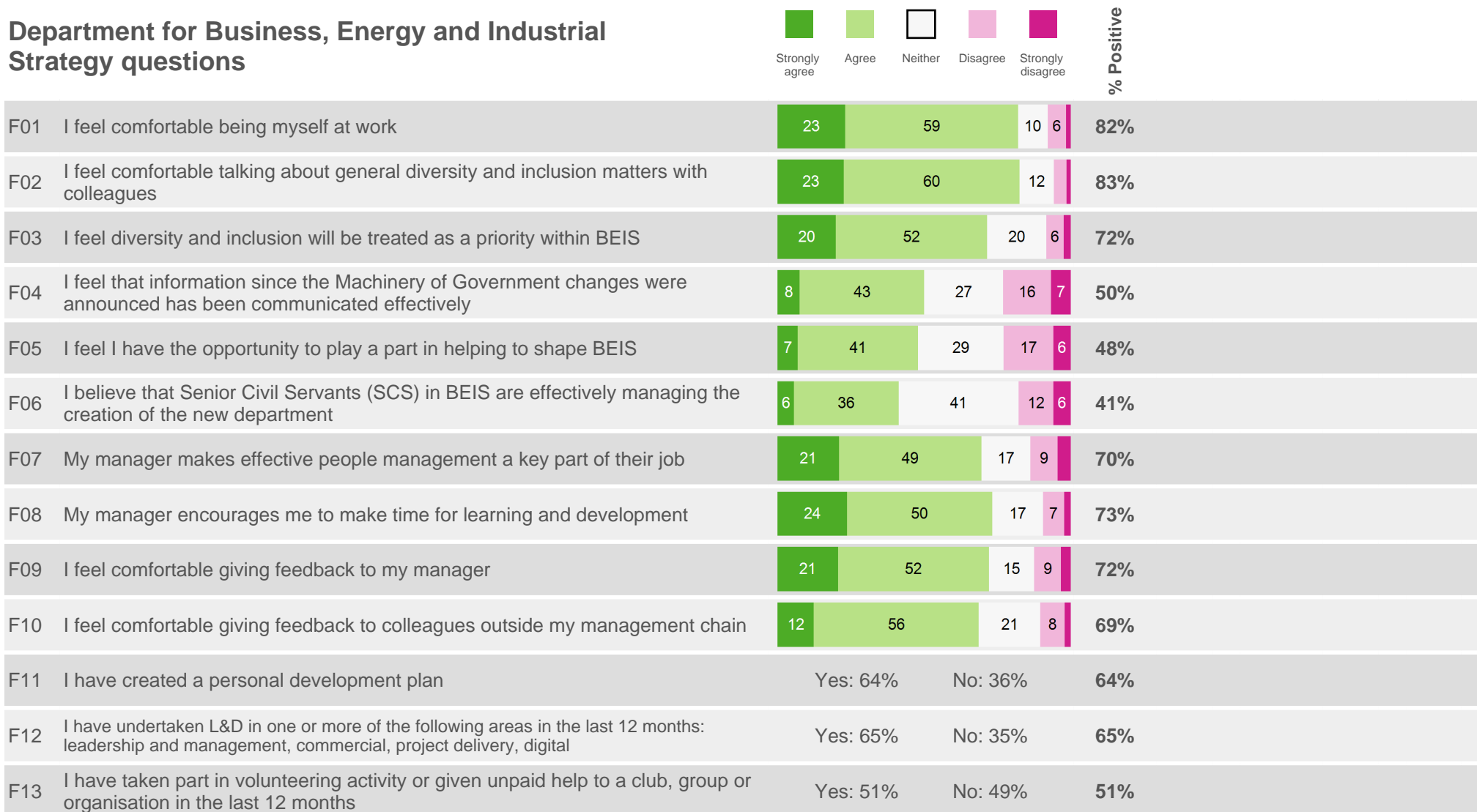
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'



All questions by theme

✦ indicates statistically significant difference from comparison

Department for Business, Energy and Industrial Strategy questions





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).
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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 CS2016 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 2016 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 fewer 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.