

# HMCPSSI

Returns: 28

Response rate: 82%

## Your engagement index

# 51%

Difference from previous survey	Difference from CS2012	Difference from CS High Performers
-1	-7 ✧	-11 ✧

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 HMCPSSI	43%	+2	-11
B51. I would recommend HMCPSSI as a great place to work	21%	-9	-25

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

B52. I feel a strong personal attachment to HMCPSSI	39%	+6	-5
---	-----	----	----

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










B53. HMCPSSI inspires me to do the best in my job	29%	-7	-12
B54. HMCPSSI motivates me to help it achieve its objectives	21%	-11	-17

✧ 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		40%	-1	-1	-10
My work		60%	-3	-13	-16
My line manager		64%	+4	-2	-5
Pay and benefits		49%	+9	+19	+13
Learning and development		42%	+9	-2	-10
Resources and workload		78%	+5	+4	+1
Organisational objectives and purpose		90%	+8	+8	+3
My team		84%	+10	+6	+4
Inclusion and fair treatment		68%	+4	-7	-10


# 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

	% Positive	Diff. from previous survey	Difference from CS2012
<b>Leadership and managing change</b>	Strength of association with engagement: 		
B43. I believe that the Chief Inspector has a clear vision for the future of HMCPSI	50%	0	+10
B46. When changes are made in HMCPSI they are usually for the better	32%	+2	+7
B48. I have the opportunity to contribute my views before decisions are made that affect me	43%	0	+7
B42. I believe the actions of senior managers are consistent with HMCPSI's values	46%	+2	+4
B41. Senior managers in HMCPSI are sufficiently visible	50%	-12	+2
B47. HMCPSI keeps me informed about matters that affect me	57%	+14	+1
B44. Overall, I have confidence in the decisions made by HMCPSI's senior managers	39%	-2	0
B45. I feel that change is managed well in HMCPSI	25%	+6	-4
B49. I think it is safe to challenge the way things are done in HMCPSI	29%	-7	-12
B40. I feel that HMCPSI as a whole is managed well	30%	-8	-13








<b>My work</b>	Strength of association with engagement: 		
B01. I am interested in my work	96%	+5	+7
B03. My work gives me a sense of personal accomplishment	61%	-7	-12
B04. I feel involved in the decisions that affect my work	36%	-2	-17
B02. I am sufficiently challenged by my work	57%	-10	-19
B05. I have a choice in deciding how I do my work	50%	-1	-22

<b>My line manager</b>	Strength of association with engagement: 		
B17. I think that my performance is evaluated fairly	71%	+14	+9
B14. My manager recognises when I have done my job well	79%	+13	+1
B15. I receive regular feedback on my performance	64%	+4	+1
B16. The feedback I receive helps me to improve my performance	61%	+6	+1
B11. My manager is open to my ideas	79%	+6	0
B18. Poor performance is dealt with effectively in my team	36%	+10	-1
B09. My manager motivates me to be more effective in my job	61%	-4	-5
B13. Overall, I have confidence in the decisions made by my manager	64%	+8	-7
B12. My manager helps me to understand how I contribute to HMCPSI's objectives	54%	-9	-7
B10. My manager is considerate of my life outside work	71%	-7	-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

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
<b>My work</b>									
 :Strength of association with engagement									
B01. I am interested in my work	39	57	4			96%	+5	+7	+5
B02. I am sufficiently challenged by my work	14	43	25	18		57%	-10	-19	-23
B03. My work gives me a sense of personal accomplishment	21	39	29	11		61%	-7	-12	-17
B04. I feel involved in the decisions that affect my work	11	25	25	32	7	36%	-2	-17	-24
B05. I have a choice in deciding how I do my work	18	32	18	25	7	50%	-1	-22	-27
<b>Organisational objectives and purpose</b>									
 :Strength of association with engagement									
B06. I have a clear understanding of HMCPSP's purpose	39	54	4	4		93%	+9	+9	+3
B07. I have a clear understanding of HMCPSP's objectives	36	54	11			89%	+14	+11	+4
B08. I understand how my work contributes to HMCPSP's objectives	43	46	11			89%	0	+8	+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

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	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	21	39	25	7	7	61%	-4	-5	-8
B10. My manager is considerate of my life outside work	36	36	11	11	7	71%	-7	-9	-12
B11. My manager is open to my ideas	36	43	7	11	4	79%	+6	0	-4
B12. My manager helps me to understand how I contribute to HMCPSI's objectives	25	29	43		4	54%	-9	-7	-12
B13. Overall, I have confidence in the decisions made by my manager	32	32	25	7	4	64%	+8	-7	-11
B14. My manager recognises when I have done my job well	39	39	18		4	79%	+13	+1	-1
B15. I receive regular feedback on my performance	21	43	29		7	64%	+4	+1	-4
B16. The feedback I receive helps me to improve my performance	29	32	25	11	4	61%	+6	+1	-2
B17. I think that my performance is evaluated fairly	29	43	25		4	71%	+14	+9	+4
B18. Poor performance is dealt with effectively in my team	18	18	54		11	36%	+10	-1	-6
<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	46	54				100%	+19	+17	+14
B20. The people in my team work together to find ways to improve the service we provide	43	54			4	96%	+18	+17	+15
B21. The people in my team are encouraged to come up with new and better ways of doing things	19	37	37		7	56%	-7	-15	-20

# 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

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	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	7	57	14	18	4	64%	+10	+6	0
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	50	21	18	4	57%	+19	+11	+5
B24. There are opportunities for me to develop my career in HMCPSI	4	7	7	43	39	11%	-3	-25	-32
B25. Learning and development activities I have completed while working for HMCPSI are helping me to develop my career	7	29	29	18	18	36%	+9	-4	-10
<b>Inclusion and fair treatment</b>									
 :Strength of association with engagement									
B26. I am treated fairly at work	14	64	14	7	7	79%	+14	0	-3
B27. I am treated with respect by the people I work with	25	61	14	7	7	86%	-1	+2	-1
B28. I feel valued for the work I do	7	39	36	14	4	46%	-8	-16	-21
B29. I think that HMCPSI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	7	52	19	19	4	59%	+11	-12	-19

# 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

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
<b>Resources and workload</b>									
 :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	14	75	7	4	89%	+8	+6	+3	
B31. I get the information I need to do my job well	7	61	25	7	68%	+11	0	-5	
B32. I have clear work objectives	7	79	11	4	86%	+16	+11	+6	
B33. I have the skills I need to do my job effectively	21	64	11	4	86%	-9	-3	-5	
B34. I have the tools I need to do my job effectively	14	68	11	7	82%	+1	+11	+7	
B35. I have an acceptable workload	11	57	18	7	68%	+3	+8	+2	
B36. I achieve a good balance between my work life and my private life	18	46	21	11	64%	+8	-3	-9	
<b>Pay and benefits</b>									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	4	54	14	18	11	57%	+17	+27	+21
B38. I am satisfied with the total benefits package	4	39	32	18	7	43%	+5	+10	+3
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	39	18	18	18	46%	+6	+21	+14

# 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

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
<b>Leadership and managing change</b>									
 :Strength of association with engagement									
B40. I feel that HMCPSI as a whole is managed well	4	26	19	41	11	30%	-8	-13	-27
B41. Senior managers in HMCPSI are sufficiently visible	14	36	21	21	7	50%	-12	+2	-10
B42. I believe the actions of senior managers are consistent with HMCPSI's values	7	39	36	7	11	46%	+2	+4	-7
B43. I believe that the Chief Inspector has a clear vision for the future of HMCPSI	14	36	18	14	18	50%	0	+10	-1
B44. Overall, I have confidence in the decisions made by HMCPSI's senior managers	7	32	32	21	7	39%	-2	0	-12
B45. I feel that change is managed well in HMCPSI	4	21	39	21	14	25%	+6	-4	-14
B46. When changes are made in HMCPSI they are usually for the better	4	29	57	4	7	32%	+2	+7	-3
B47. HMCPSI keeps me informed about matters that affect me	7	50	32	7	4	57%	+14	+1	-7
B48. I have the opportunity to contribute my views before decisions are made that affect me	11	32	36	11	11	43%	0	+7	+1
B49. I think it is safe to challenge the way things are done in HMCPSI	4	25	29	21	21	29%	-7	-12	-18

# 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

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of HMCPSI	11	32	39	18		43%	+2	-11	-21
B51. I would recommend HMCPSI as a great place to work	7	14	36	29	14	21%	-9	-25	-36
B52. I feel a strong personal attachment to HMCPSI	11	29	32	14	14	39%	+6	-5	-13
B53. HMCPSI inspires me to do the best in my job	11	18	50	11	11	29%	-7	-12	-21
B54. HMCPSI motivates me to help it achieve its objectives	7	14	61	7	11	21%	-11	-17	-26
<b>Taking action</b>									
B55. I believe that senior managers in HMCPSI will take action on the results from this survey	29	36	21	4	11	64%	+10	+21	+11
B56. I believe that managers where I work will take action on the results from this survey	25	36	29	4	7	61%	+4	+9	+1
B57. Where I work, I think effective action has been taken on the results of the last survey	18	50	18	4	11	68%	+22	+36	+28



## Additional questions on organisational culture for: HMCPSI0000

	 % Strongly agree   % Agree   % Neither   % Disagree   % Strongly disagree	% positive	Difference from Civil Service 2012	Difference from CS High Performers
X01. I am trusted to carry out my job effectively	 21   57   14   7	79%	-8	-10
X02. I believe I would be supported if I try a new idea, even if it may not work	 7   37   22   26   7	44%	-19	-23
X03. My performance is evaluated based on whether I get things done, rather than on solely following process	 14   50   25   7   7	64%	+1	-2
X04. When I talk about my organisation I say "we" rather than "they"	 18   54   25   7   7	71%	+3	-2
X05. I have some really good friendships at work	 11   43   36   7   7	54%	-19	-22

# All questions by theme

## Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for HMCPsi?

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave HMCPsi as soon as possible		21%	+11	+13	+11
I want to leave HMCPsi within the next 12 months		25%	+3	+13	+8
I want to stay working for HMCPsi for at least the next year		32%	-8	+4	-2
I want to stay working for HMCPsi for at least the next three years		21%	-6	-30	-38

## The Civil Service Code

Differences are based on '% Yes' score

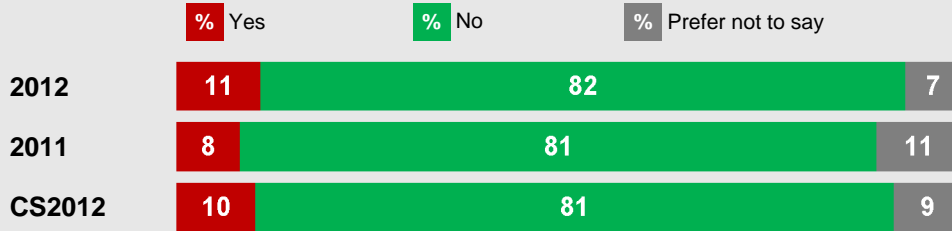
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		4	96%	+5	+8	+3
D02. Are you aware of how to raise a concern under the Civil Service Code?		21	79%	+12	+16	+9
D03. Are you confident that if you raised a concern under the Civil Service Code in HMCPsi it would be investigated properly?		33	67%	+6	0	-5

^ indicates a variation in question wording from your previous survey

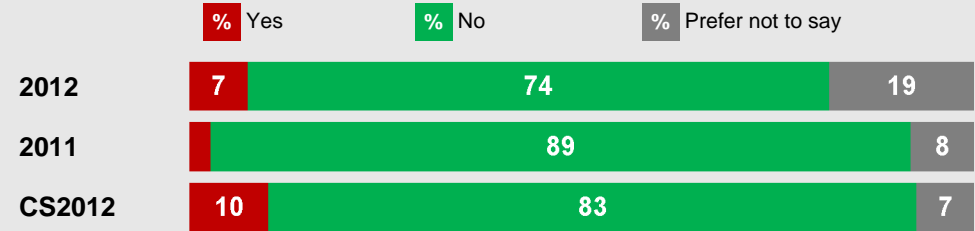
# All questions by theme

## 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)

Ground	Response count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	--
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

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)

Who	Response count
A colleague	--
Your manager	--
Another manager in my part of HMCPsi	--
Someone you manage	--
Someone who works for another part of HMCPsi	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

# 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 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.
<b>CS2012</b>	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 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: ✦

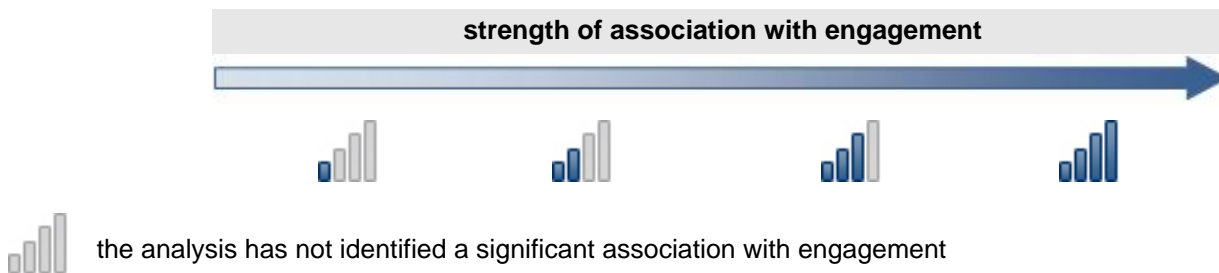
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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