

Your engagement index

49%

Difference from
previous survey

-2

Difference from CS2013

-9 ✧

Difference from CS
High Performers

-13 ✧

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 CS2013
B50. I am proud when I tell others I am part of HMCPSSI	39%	-4	-17
B51. I would recommend HMCPSSI as a great place to work	35%	+13	-10

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

B52. I feel a strong personal attachment to HMCPSSI	39%	0	-7
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Strive: motivated to do the best for the organisation...










B53. HMCPSSI inspires me to do the best in my job	39%	+11	-4
B54. HMCPSSI motivates me to help it achieve its objectives	39%	+18	-1

✧ 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 CS2013	Difference from CS High Performers
Leadership and managing change		41%	+1	-1	-10
My work		65%	+5	-8	-13
My manager		59%	-5	-8	-10
Pay and benefits		30%	-18	+1	-4
Learning and development		46%	+4	-2	-9
Resources and workload		71%	-7	-3	-6
Organisational objectives and purpose		71%	-19	-11	-16
My team		80%	-5	+1	-2
Inclusion and fair treatment		79%	+12	+5	+2

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 CS2013.








^ indicates a variation in question wording from your previous survey

	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change Strength of association with engagement: 			
B48. I have the opportunity to contribute my views before decisions are made that affect me	57%	+14	+20
B45. I feel that change is managed well in HMCPSI	39%	+14	+11
B41. Senior managers in HMCPSI are sufficiently visible	52%	+2	+1
B42. I believe the actions of senior managers are consistent with HMCPSI's values	43%	-3	0
B47. HMCPSI keeps me informed about matters that affect me	57%	-1	-2
B44. Overall, I have confidence in the decisions made by HMCPSI's senior managers	39%	0	-2
B46. When changes are made in HMCPSI they are usually for the better	22%	-10	-5
B43. I believe that the Chief Inspector has a clear vision for the future of HMCPSI	35%	-15	-7
B49. I think it is safe to challenge the way things are done in HMCPSI	30%	+2	-8
B40. I feel that HMCPSI as a whole is managed well	35%	+5	-8
My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	52%	+16	-2
B01. I am interested in my work	87%	-9	-2
B03. My work gives me a sense of personal accomplishment	65%	+5	-10
B05. I have a choice in deciding how I do my work	61%	+11	-12
B02. I am sufficiently challenged by my work	61%	+4	-17
My manager Strength of association with engagement: 			
B14. My manager recognises when I have done my job well	78%	0	+1
B17. I think that my performance is evaluated fairly	61%	-11	-2
B16. The feedback I receive helps me to improve my performance	57%	-4	-3
B15. I receive regular feedback on my performance	61%	-3	-3
B12. My manager helps me to understand how I contribute to HMCPSI's objectives	57%	+3	-5
B18. Poor performance is dealt with effectively in my team	32%	-4	-7
B09. My manager motivates me to be more effective in my job	57%	-4	-9
B11. My manager is open to my ideas	70%	-9	-9
B10. My manager is considerate of my life outside work	70%	-2	-11
B13. Overall, I have confidence in the decisions made by my manager	52%	-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 CS2013	Difference from CS High Performers
My work									
 :Strength of association with engagement									
B01. I am interested in my work	43	43	13			87%	-9	-2	-5
B02. I am sufficiently challenged by my work	26	35	13	13	13	61%	+4	-17	-21
B03. My work gives me a sense of personal accomplishment	26	39	17	13	4	65%	+5	-10	-14
B04. I feel involved in the decisions that affect my work	17	35	17	13	17	52%	+16	-2	-8
B05. I have a choice in deciding how I do my work	17	43	13	17	9	61%	+11	-12	-16
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of HMCPSI's purpose	26	48	9	9	9	74%	-19	-11	-16
B07. I have a clear understanding of HMCPSI's objectives	30	35	9	17	9	65%	-24	-15	-20
B08. I understand how my work contributes to HMCPSI's objectives	22	52	13	9	4	74%	-15	-9	-12

All questions by theme

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








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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
My manager									
 :Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	9	48	17	9	17	57%	-4	-9	-13
B10. My manager is considerate of my life outside work	30	39	22	4	4	70%	-2	-11	-14
B11. My manager is open to my ideas	30	39	22	4	4	70%	-9	-9	-13
B12. My manager helps me to understand how I contribute to HMCPSI's objectives	22	35	26	13	4	57%	+3	-5	-10
B13. Overall, I have confidence in the decisions made by my manager	22	30	22	13	13	52%	-12	-19	-24
B14. My manager recognises when I have done my job well	26	52	13	4	4	78%	0	+1	-2
B15. I receive regular feedback on my performance	17	43	30	4	4	61%	-3	-3	-7
B16. The feedback I receive helps me to improve my performance	17	39	26	4	13	57%	-4	-3	-9
B17. I think that my performance is evaluated fairly	17	43	30	4	4	61%	-11	-2	-6
B18. Poor performance is dealt with effectively in my team	5	27	45	14	9	32%	-4	-7	-10
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	39	52	9			91%	-9	+8	+5
B20. The people in my team work together to find ways to improve the service we provide	35	52	9	4		87%	-9	+7	+4
B21. The people in my team are encouraged to come up with new and better ways of doing things	30	30	17	17	4	61%	+5	-12	-15

All questions by theme

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








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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	17	48	26	4	4	65%	+1	+4	0
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	18	32	18	23	9	50%	-7	+2	-4
B24. There are opportunities for me to develop my career in HMCPSI	4	26	13	4	52	30%	+20	-8	-17
B25. Learning and development activities I have completed while working for HMCPSI are helping me to develop my career	14	23	18	18	27	36%	+1	-5	-12
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	22	57	13	4	4	78%	0	0	-3
B27. I am treated with respect by the people I work with	30	61	4	4		91%	+6	+7	+5
B28. I feel valued for the work I do	22	52	9	4	13	74%	+27	+11	+6
B29. I think that HMCPSI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	52	9	9	9	74%	+15	+1	-4

All questions by theme

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







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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	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	17	61	9	9	4	78%	-11	-5	-8
B31. I get the information I need to do my job well	17	43	26	9	4	61%	-7	-8	-12
B32. I have clear work objectives	17	52	26	4	4	70%	-16	-6	-10
B33. I have the skills I need to do my job effectively	35	57	4	4	4	91%	+6	+3	+1
B34. I have the tools I need to do my job effectively	22	57	17	4	4	78%	-4	+7	+3
B35. I have an acceptable workload	9	48	17	13	13	57%	-11	-3	-9
B36. I achieve a good balance between my work life and my private life	17	43	17	13	9	61%	-3	-7	-12
Pay and benefits									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	35	30	26	9	9	35%	-22	+6	-1
B38. I am satisfied with the total benefits package	26	35	26	13	13	26%	-17	-6	-12
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	30	30	22	17	17	30%	-16	+5	-1

All questions by theme

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






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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Leadership and managing change									
 :Strength of association with engagement									
B40. I feel that HMCPST as a whole is managed well	4	30	26	9	30	35%	+5	-8	-22
B41. Senior managers in HMCPST are sufficiently visible	9	43	17	22	9	52%	+2	+1	-10
B42. I believe the actions of senior managers are consistent with HMCPST's values	9	35	30	13	13	43%	-3	0	-12
B43. I believe that the Chief Inspector has a clear vision for the future of HMCPST	4	30	26	17	22	35%	-15	-7	-20
B44. Overall, I have confidence in the decisions made by HMCPST's senior managers	9	30	26	9	26	39%	0	-2	-12
B45. I feel that change is managed well in HMCPST	9	30	30	9	22	39%	+14	+11	0
B46. When changes are made in HMCPST they are usually for the better	9	13	52	17	9	22%	-10	-5	-13
B47. HMCPST keeps me informed about matters that affect me	13	43	30	4	9	57%	-1	-2	-8
B48. I have the opportunity to contribute my views before decisions are made that affect me	9	48	22	9	13	57%	+14	+20	+13
B49. I think it is safe to challenge the way things are done in HMCPST	9	22	39	9	22	30%	+2	-8	-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 CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of HMCPSI	9	30	35	13	13	39%	-4	-17	-26
B51. I would recommend HMCPSI as a great place to work	9	26	22	22	22	35%	+13	-10	-21
B52. I feel a strong personal attachment to HMCPSI	9	30	30	13	17	39%	0	-7	-13
B53. HMCPSI inspires me to do the best in my job	9	30	30	9	22	39%	+11	-4	-11
B54. HMCPSI motivates me to help it achieve its objectives	9	30	30	9	22	39%	+18	-1	-9
Taking action									
B55. I believe that senior managers in HMCPSI will take action on the results from this survey	13	30	35	9	13	43%	-21	0	-9
B56. I believe that managers where I work will take action on the results from this survey	13	43	26	4	13	57%	-4	+3	-2
B57. Where I work, I think effective action has been taken on the results of the last survey	13	26	30	13	17	39%	-29	+6	-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

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	26	43	9	13	9	70%	-9	-18	-21
B59. I believe I would be supported if I try a new idea, even if it may not work	13	30	26	22	9	43%	-1	-24	-27
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	18	50	23	5	5	68%	+4	+4	-2
B61. When I talk about HMCPSI I say "we" rather than "they"	18	50	27	5	5	68%	-3	+1	-8
B62. I have some really good friendships at work	22	48	22	4	4	70%	+16	-6	-10

Please note these questions were not asked on paper surveys in 2012.

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

%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

Wellbeing

Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. This 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. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

W01. Overall, how satisfied are you with your life nowadays?	23	32	32	14	45%	-16	-18	-21
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	43	29	19	48%	-12	-22	-25
W03. Overall, how happy did you feel yesterday?	14	38	29	19	48%	-4	-12	-15
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	24	24	29	24	48%	+4	-2	-6

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 CS2013	Difference from CS High Performers
I want to leave HMCPsi as soon as possible		35%	+13	+27	+24
I want to leave HMCPsi within the next 12 months		13%	-12	0	-3
I want to stay working for HMCPsi for at least the next year		35%	+3	+5	0
I want to stay working for HMCPsi for at least the next three years		17%	-4	-31	-41

The Civil Service Code

Differences are based on '% Yes' score

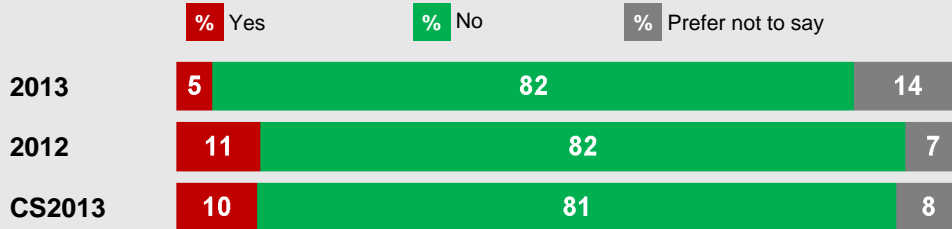
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		4	96%	-1	+6	+2
D02. Are you aware of how to raise a concern under the Civil Service Code?		13	87%	+8	+23	+17
D03. Are you confident that if you raised a concern under the Civil Service Code in HMCPsi it would be investigated properly?		22	78%	+12	+11	+6

^ indicates a variation in question wording from your previous survey

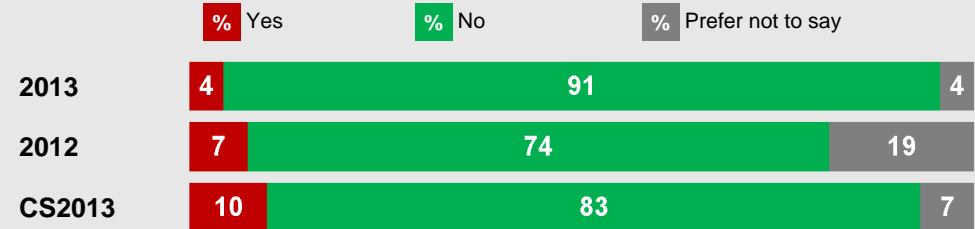
All questions by theme

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)

Response	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

% 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 2012 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.
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✧

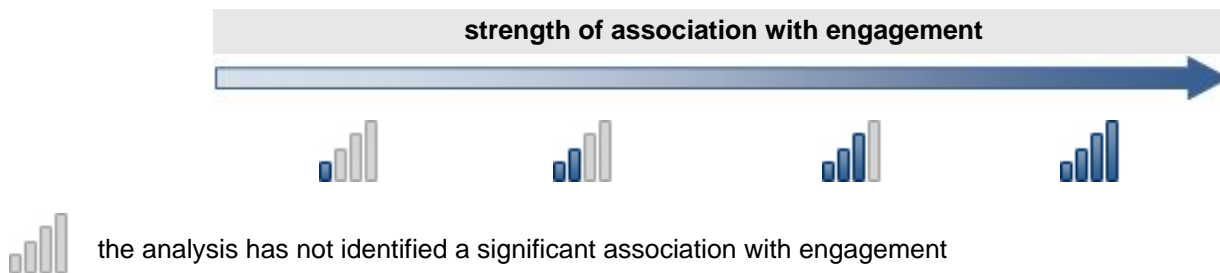
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2013 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.