



Returns : 35

Response rate : 100%

Civil Service People Survey 2015



Strength of association with engagement



Statistically significant difference from comparison

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

Engagement Index

67%

Difference from previous survey **+10** ✧

Difference from CS2015 **+8** ✧

Difference from CS High Performers **+4**

My work

72%

Difference from previous survey **+4**

Difference from CS2015 **-2**

Difference from CS High Performers **-6**

Organisational objectives and purpose

72%

Difference from previous survey **-12**

Difference from CS2015 **-10**

Difference from CS High Performers **-14**

My manager

70%

Difference from previous survey **-7**

Difference from CS2015 **+2**

Difference from CS High Performers **-1**

My team

87%

Difference from previous survey **+6**

Difference from CS2015 **+7**

Difference from CS High Performers **+4**

Learning and development

56%

Difference from previous survey **+10**

Difference from CS2015 **+6**

Difference from CS High Performers **0**

Inclusion and fair treatment

80%

Difference from previous survey **+10**

Difference from CS2015 **+6**

Difference from CS High Performers **+2**

Resources and workload

83%

Difference from previous survey **+8**

Difference from CS2015 **+11**

Difference from CS High Performers **+6**

Pay and benefits

42%

Difference from previous survey **+24**

Difference from CS2015 **+12**

Difference from CS High Performers **+6**

Leadership and managing change

63%

Difference from previous survey **+20**

Difference from CS2015 **+20** ✧

Difference from CS High Performers **+11**

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 ¹	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		63%	+20	+20 ✧	+11
My work		72%	+4	-2	-6
My manager		70%	-7	+2	-1
Pay and benefits		42%	+24	+12	+6
Learning and development		56%	+10	+6	0
Resources and workload		83%	+8	+11	+6
Organisational objectives and purpose		72%	-12	-10	-14
My team		87%	+6	+7	+4
Inclusion and fair treatment		80%	+10	+6	+2

¹The table above shows the strength of association between engagement and the themes for Civil Service

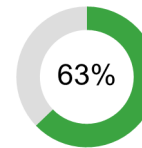


Strength of association with engagement

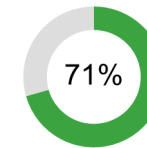


Statistically significant difference from comparison

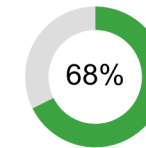
Wellbeing



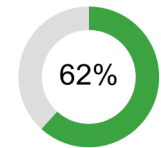
Overall, how satisfied are you with your life nowadays?



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

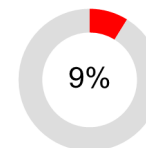


Overall, how happy did you feel yesterday?

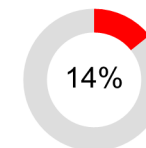


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

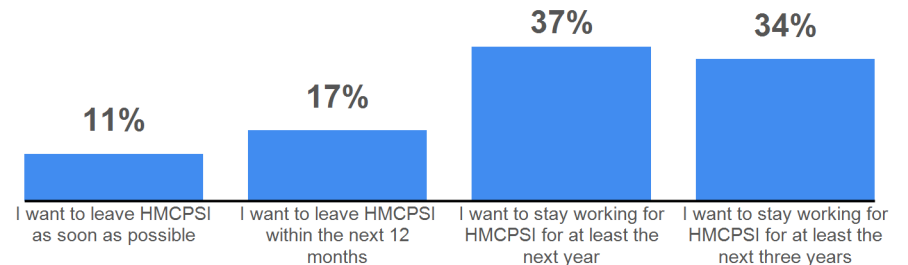


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

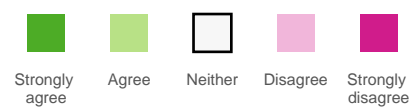
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

72% +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
B01 I am interested in my work	49	43	6	0	0	91%	+4	+2	0
B02 I am sufficiently challenged by my work	34	37	11	17	0	71%	+5	-8	-11
B03 My work gives me a sense of personal accomplishment	26	46	23	0	0	71%	+9	-4	-7
B04 I feel involved in the decisions that affect my work	14	43	23	14	6	57%	+3	+1	-7
B05 I have a choice in deciding how I do my work	34	34	23	6	0	69%	-2	-5	-10

Organisational objectives and purpose

72% -12
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 HMCPSI's purpose	37	40	14	9	0	77%	-15	-8	-12
B07 I have a clear understanding of HMCPSI's objectives	29	37	20	9	6	66%	-18	-14	-18
B08 I understand how my work contributes to HMCPSI's objectives	40	34	23	0	0	74%	-5	-8	-13



All questions by theme

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

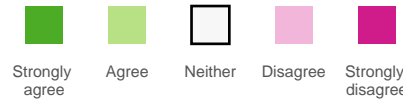
My manager

70% -7

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
B09 My manager motivates me to be more effective in my job	34	31	17	11	6	66%	-9	-2	-6
B10 My manager is considerate of my life outside work	40	54				94%	+7	+12	+9
B11 My manager is open to my ideas	32	50	6	9		82%	-9	+2	-2
B12 My manager helps me to understand how I contribute to HMCPSI's objectives	23	40	17	14	6	63%	-16	-1	-5
B13 Overall, I have confidence in the decisions made by my manager	31	29	20	11	9	60%	-19	-12	-17 ◆
B14 My manager recognises when I have done my job well	26	57		11		83%	+4	+4	+2
B15 I receive regular feedback on my performance	23	54	14	9		77%	-2	+11	+7
B16 The feedback I receive helps me to improve my performance	20	46	26	6		66%	-1	+4	+1
B17 I think that my performance is evaluated fairly	20	54	23			74%	-1	+12	+6
B18 Poor performance is dealt with effectively in my team	9	23	43	6	20	31%	-19	-8	-12

My team

87% +6

Difference from previous survey



Strength of association with engagement



Question	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	46	46	9			91%	0	+7	+5
B20 The people in my team work together to find ways to improve the service we provide	43	43	14			86%	+7	+6	+2
B21 The people in my team are encouraged to come up with new and better ways of doing things	34	49	11	6		83%	+12	+9	+5

All questions by theme

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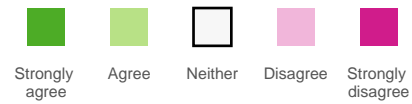
Learning and development

56% +10

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	11	60	20	6	6	71%	+9	+9	+4
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	54	20	6	6	71%	+9	+20 ◆	+13
B24	There are opportunities for me to develop my career in HMCPSI	9	29	26	31	11	31%	+10	-10	-18 ◆
B25	Learning and development activities I have completed while working for HMCPSI are helping me to develop my career	9	40	31	14	6	49%	+14	+5	-1

Inclusion and fair treatment

80% +10

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	23	60	6	6	11	83%	+8	+5	+1
B27	I am treated with respect by the people I work with	23	57	6	6	11	80%	+1	-5	-7
B28	I feel valued for the work I do	23	54	11	9	9	77%	+15	+13	+8
B29	I think that HMCPSI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	54	9	9	9	80%	+18	+8	+2

All questions by theme

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

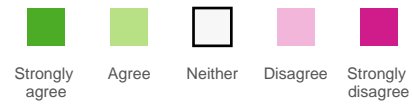
Resources and workload

83% +8

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	31	57	6	6	6	89%	+5	+5	+3
B31 I get the information I need to do my job well	17	60	23			77%	+6	+8	+4
B32 I have clear work objectives	26	60	11			86%	-2	+10	+6
B33 I have the skills I need to do my job effectively	37	51	9			89%	-3	0	-2
B34 I have the tools I need to do my job effectively	34	49	14			83%	+8	+14	+9
B35 I have an acceptable workload	29	49	14	6		77%	+19	+18 ◆	+13
B36 I achieve a good balance between my work life and my private life	26	57	14			83%	+20	+16 ◆	+11

Pay and benefits

42% +24

Difference from previous survey



Strength of association with engagement



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	9	34	34	11	11	43%	+26	+11	+6
B38 I am satisfied with the total benefits package	9	31	37	11	11	40%	+19	+7	+1
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	9	34	29	20	9	43%	+26	+18 ◆	+11

All questions by theme

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^ indicates a variation in question wording from your previous survey

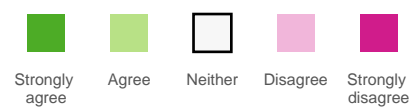
Leadership and managing change

63% +20

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
B40 I feel that HMCPSI as a whole is managed well	14	40	23	14	9	54%	+21	+9	-2
B41 Senior managers in HMCPSI are sufficiently visible	31	57	9			89%	+30	+35 ◆	+23 ◆
B42 I believe the actions of senior managers are consistent with HMCPSI's values	24	44	24	6		68%	+26	+22 ◆	+11
B43 I believe that the Chief Inspector has a clear vision for the future of HMCPSI	38	26	21	12		65%	+19	+22 ◆	+11
B44 Overall, I have confidence in the decisions made by HMCPSI's senior managers	29	26	26	15		56%	+18	+14	+4
B45 I feel that change is managed well in HMCPSI	14	40	26	17		54%	+25	+24 ◆	+15
B46 When changes are made in HMCPSI they are usually for the better	18	32	38	9		50%	+17	+23 ◆	+15
B47 HMCPSI keeps me informed about matters that affect me	29	40	20	11		69%	+14	+13	+4
B48 I have the opportunity to contribute my views before decisions are made that affect me	20	40	20	17		60%	+18	+24 ◆	+16
B49 I think it is safe to challenge the way things are done in HMCPSI	20	43	23	11		63%	+13	+22 ◆	+13



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 HMCPSI	17	57	20			74%	+22	+17 ◆	+8
B51 I would recommend HMCPSI as a great place to work	17	34	26	20		51%	+21	+4	-7
B52 I feel a strong personal attachment to HMCPSI	29	31	29	9		60%	+21	+13	+6
B53 HMCPSI inspires me to do the best in my job	29	26	31	11		54%	+20	+10	+3
B54 HMCPSI motivates me to help it achieve its objectives	29	23	40	6		51%	+12	+10	+3

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 HMCPSI will take action on the results from this survey	40	46	11			86%	+27	+42 ◆	+31 ◆
B56 I believe that managers where I work will take action on the results from this survey	43	31	17	6		74%	+16	+19 ◆	+12
B57 Where I work, I think effective action has been taken on the results of the last survey	29	31	26	9	6	60%	+6	+27 ◆	+18 ◆

All questions by theme

♦ indicates statistically significant difference from comparison

^ 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	46	40	9	6		86%	-2	-2	-4
B59 I believe I would be supported if I try a new idea, even if it may not work	34	37	17	9		71%	+17	+4	-1
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	29	51	17			80%	+9	+15	+10
B61 When I talk about HMCPSI I say "we" rather than "they"	37	49	11			86%	+7	+16 ♦	+8
B62 I have some really good friendships at work	31	40	23	6		71%	-12	-4	-8

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	29	40	11	14	6	69%	--	+2	-3
B64 Senior managers inspire people across HMCPSI to do their best	23	40	20	11	6	63%	--	+25 ♦	+17 ♦
B65 My manager leads our team with confidence	29	43	11	11	6	71%	--	+1	-4
B66 Senior managers lead HMCPSI with confidence	24	38	26	9		62%	--	+15	+5
B67 My manager empowers me to do my job effectively	34	40	14	9		74%	--	+3	-1
B68 HMCPSI's senior managers empower teams to deliver	17	51	20	9		69%	--	+29 ♦	+20 ♦
B69 Senior managers in HMCPSI actively role model the behaviours set out in the Civil Service Leadership Statement	17	43	26	11		60%	--	+25 ♦	+17 ♦
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	34	31	17	14		66%	--	+9	+4

All questions by theme

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

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.

W01 Overall, how satisfied are you with your life nowadays?	6	31	46	17	63%	+4	-2	-5
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	21	50	21	71%	+7	0	-3
W03 Overall, how happy did you feel yesterday?	6	26	47	21	68%	+13	+6	+2

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?	26	35	12	26	62%	+7	+12	+9
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All questions by theme

◇ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

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 CS2015	Difference from CS High Performers
I want to leave HMCPSI as soon as possible		11%	-14	+3	0
I want to leave HMCPSI within the next 12 months		17%	0	+2	-3
I want to stay working for HMCPSI for at least the next year		37%	+16	+5	-1
I want to stay working for HMCPSI for at least the next three years		34%	-3	-8	-17 ◇

The Civil Service Code

Differences are based on '% Yes' score

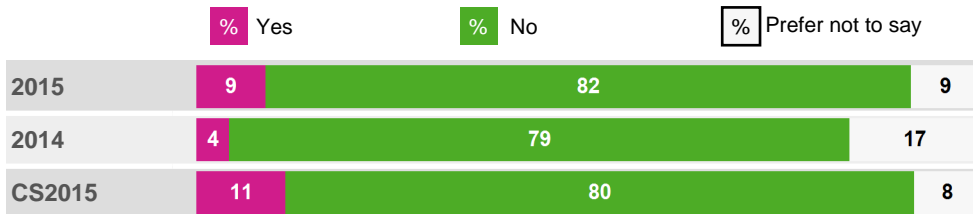
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	100		100%	0	+9	+6
D02. Are you aware of how to raise a concern under the Civil Service Code?	85	15	85%	-2	+19 ◇	+13
D03. Are you confident that if you raised a concern under the Civil Service Code in HMCPSI it would be investigated properly?	85	15	85%	+14	+18 ◇	+12

All questions by theme

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

Discrimination, harassment and bullying

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



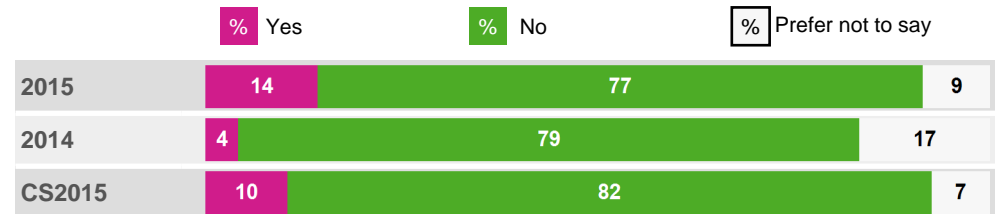
For respondents who selected 'Yes' to question E01.

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

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 '--'

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)

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

% 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 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.