



Returns : 23

Response rate : 85%

Civil Service People Survey 2016



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

47%

Difference from  
previous survey -20 ✧

Difference from  
CS2016 -12 ✧

Difference from CS  
High Performers -17 ✧

### My work

65%

Difference from  
previous survey -7

Difference from  
CS2016 -10

Difference from CS  
High Performers -13

### Organisational objectives and purpose

67%

Difference from  
previous survey -6

Difference from  
CS2016 -16

Difference from CS  
High Performers -21

### My manager

52%

Difference from  
previous survey -18

Difference from  
CS2016 -16

Difference from CS  
High Performers -19

### My team

67%

Difference from  
previous survey -20

Difference from  
CS2016 -13

Difference from CS  
High Performers -17

### Learning and development

46%

Difference from  
previous survey -10

Difference from  
CS2016 -5

Difference from CS  
High Performers -10

### Inclusion and fair treatment

52%

Difference from  
previous survey -28

Difference from  
CS2016 -24

Difference from CS  
High Performers -27

### Resources and workload

66%

Difference from  
previous survey -17

Difference from  
CS2016 -7

Difference from CS  
High Performers -10

### Pay and benefits

55%

Difference from  
previous survey +13

Difference from  
CS2016 +24

Difference from CS  
High Performers +18

### Leadership and managing change

36%

Difference from  
previous survey -27

Difference from  
CS2016 -7

Difference from CS  
High Performers -16



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 <sup>1</sup>	Theme score % Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
Leadership and managing change		36%	-27	-7	-16
My work		65%	-7	-10	-13
My manager		52%	-18	-16	-19
Pay and benefits		55%	+13	+24	+18
Learning and development		46%	-10	-5	-10
Resources and workload		66%	-17	-7	-10
Organisational objectives and purpose		67%	-6	-16	-21
My team		67%	-20	-13	-17
Inclusion and fair treatment		52%	-28	-24	-27

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



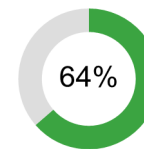
Strength of association with engagement



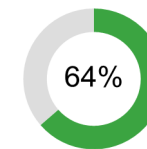
Statistically significant difference from comparison

### Wellbeing

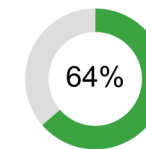
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



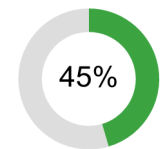
W01. Overall, how satisfied are you with your life nowadays?



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



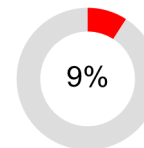
W03. Overall, how happy did you feel yesterday?



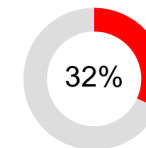
W04. Overall, how anxious did you feel yesterday?

### Discrimination, bullying and harassment

% responding Yes

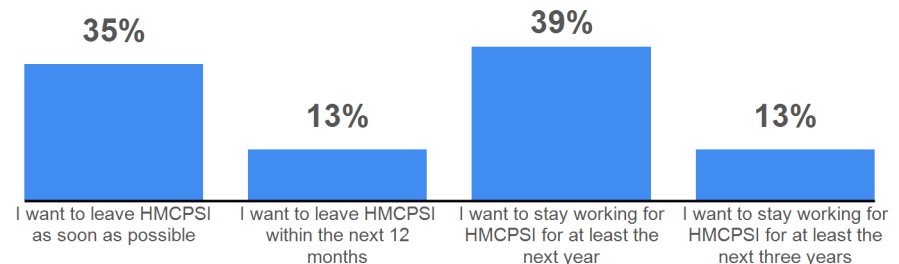


During the past 12 months have you personally experienced discrimination at work?



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  
^ indicates a variation in question wording from your previous survey

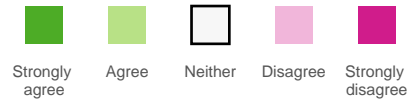
### My work

65% -7

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from CS2016

Difference  
from CS High  
Performers

B01 I am interested in my work	43	48				91%	0	+1	0
B02 I am sufficiently challenged by my work	17	57	13	13		74%	+2	-6	-9
B03 My work gives me a sense of personal accomplishment	26	39	17	9	9	65%	-6	-10	-14
B04 I feel involved in the decisions that affect my work	17	22	30	26		39%	-18	-18	-22
B05 I have a choice in deciding how I do my work	9	48	22	17		57%	-12	-18	-22

### Organisational objectives and purpose

67% -6

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from CS2016

Difference  
from CS High  
Performers

B06 I have a clear understanding of HMCPSP's purpose	35	39	9	13		74%	-3	-12	-16
B07 I have a clear understanding of HMCPSP's objectives	30	30	9	17	13	61%	-5	-19	-24
B08 I understand how my work contributes to HMCPSP's objectives	30	35	26			65%	-9	-18	-22



## All questions by theme

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

### My manager

**52%** -18

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from CS2016

Difference  
from CS High  
Performers

B09	My manager motivates me to be more effective in my job	26	26	26	17	52%	-14	-16	-21
B10	My manager is considerate of my life outside work	43	22	17	13	65%	-29	-17	-20
B11	My manager is open to my ideas	35	35	22	9	70%	-13	-11	-15
B12	My manager helps me to understand how I contribute to HMCPSI's objectives	22	30	22	17	52%	-11	-12	-17
B13	Overall, I have confidence in the decisions made by my manager	26	26	35	9	52%	-8	-21	-26
B14	My manager recognises when I have done my job well	26	35	26	13	61%	-22	-17	-21
B15	I receive regular feedback on my performance	17	35	22	9	52%	-25	-14	-17
B16	The feedback I receive helps me to improve my performance	17	13	52	13	30%	-35	-32	-36
B17	I think that my performance is evaluated fairly	26	35	22	17	61%	-13	-3	-7
B18	Poor performance is dealt with effectively in my team	17	35	22	22	22%	-10	-17	-21

### My team

**67%** -20

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



B19	The people in my team can be relied upon to help when things get difficult in my job	<div><div></div></div> 65	17	<div><div></div></div> 13	70%	-22	-15	-17
B20	The people in my team work together to find ways to improve the service we provide	<div><div></div></div> 74	13	<div><div></div></div>	78%	-7	-3	-6
B21	The people in my team are encouraged to come up with new and better ways of doing things	<div><div></div></div> 943	26	<div><div></div></div> 22	52%	-31	-22	-27



## All questions by theme

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

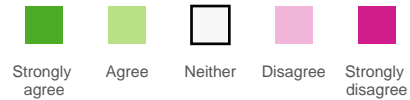
### Learning and development

**46%** -10

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	13	57	17	13		70%	-2	+9	+2
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	30	30	22		43%	-28	-7	-13
B24	There are opportunities for me to develop my career in HMCPSI	13	17	22	13	35	30%	-1	-12	-21
B25	Learning and development activities I have completed while working for HMCPSI are helping me to develop my career	9	30	26	17	17	39%	-9	-5	-12

### Inclusion and fair treatment

**52%** -28

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	17	39	26	9	9	57%	-26	-22	-26
B27	I am treated with respect by the people I work with	22	30	26	22		52%	-28	-32	-35
B28	I feel valued for the work I do	13	43	17	17	9	57%	-21	-8	-14
B29	I think that HMCPSI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	22	35	22		43%	-37	-30	-35



## All questions by theme

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

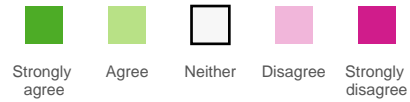
### Resources and workload

**66%** -17

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from CS2016

Difference  
from CS High  
Performers

B30	In my job, I am clear what is expected of me	13	65	17	78%	-10	-4	-8
B31	I get the information I need to do my job well	52	30	9	57%	-21	-12	-18
B32	I have clear work objectives	17	52	13	70%	-16	-6	-10
B33	I have the skills I need to do my job effectively	30	57	13	87%	-2	-2	-4
B34	I have the tools I need to do my job effectively	22	39	26	61%	-22	-9	-15
B35	I have an acceptable workload	26	26	35	52%	-25	-6	-13
B36	I achieve a good balance between my work life and my private life	26	35	26	61%	-22	-6	-11

### Pay and benefits

**55%** +13

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



B37	I feel that my pay adequately reflects my performance	9	48	13	57%	+14	+25	+17
B38	I am satisfied with the total benefits package	17	39	17	57%	+17	+23	+16
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	17	35	22	52%	+9	+25	+18



## All questions by theme

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

### Leadership and managing change

**36%** -27

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from CS2016

Difference  
from CS High  
Performers

B40	I feel that HMCPSI as a whole is managed well	9	17	17	26	30	26%	-28	-21	-32	
B41	Senior managers in HMCPSI are sufficiently visible	17	30		26	17	9	48%	-41	-7	-18
B42	I believe the actions of senior managers are consistent with HMCPSI's values	13	22	13	35	17		35%	-33	-14	-23
B43	I believe that the Chief Inspector has a clear vision for the future of HMCPSI	17	13	22	35	13		30%	-34	-12	-24
B44	Overall, I have confidence in the decisions made by HMCPSI's senior managers	9	22	17	39	13		30%	-25	-14	-24
B45	I feel that change is managed well in HMCPSI		22	17	39	17		26%	-28	-3	-15
B46	When changes are made in HMCPSI they are usually for the better	9	17	30	30	13		26%	-24	-4	-13
B47	HMCPSI keeps me informed about matters that affect me	9	43	17	26			52%	-16	-4	-12
B48	I have the opportunity to contribute my views before decisions are made that affect me	17	26	22	35			43%	-17	+6	-4
B49	I think it is safe to challenge the way things are done in HMCPSI		39	17	35			43%	-19	0	-5



## 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 CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of HMCPSI	18	27	18	18	18	45%	-29	-13	-21
B51 I would recommend HMCPSI as a great place to work	9	27	9	27	27	36%	-15	-15	-24
B52 I feel a strong personal attachment to HMCPSI	14	27	18	18	23	41%	-19	-7	-15
B53 HMCPSI inspires me to do the best in my job	14	23	27	18	18	36%	-18	-10	-16
B54 HMCPSI motivates me to help it achieve its objectives	14	27	14	14	32	41%	-11	-3	-9

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that senior managers in HMCPSI will take action on the results from this survey	9	26	13	30	22	35%	-51	-11	-19
B56 I believe that managers where I work will take action on the results from this survey		35	22	30	9	39%	-35	-16	-25
B57 Where I work, I think effective action has been taken on the results of the last survey		30	22	30	13	35%	-25	0	-6



## 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 CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	22	57	13	9		78%	-7	-10	-12
B59 I believe I would be supported if I try a new idea, even if it may not work	17	30	35	9	9	48%	-24	-21	-26
B60 When I talk about HMCPSI I say "we" rather than "they"	22	48	17	9		70%	-16	-2	-9
B61 I have some really good friendships at work	17	43	22	13		61%	-11	-16	-20

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior managers in HMCPSI actively role model the behaviours set out in the Civil Service Leadership Statement	26	26	26	17		30%	-30	-13	-19
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	26	22	13	17	22	48%	-18	-14	-19



## All questions by theme

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

### Wellbeing



0-4



5-6



7-8



9-10

% Positive

Difference  
from previous  
survey

Difference  
from CS2016

Difference  
from CS High  
Performers

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.

W01 Overall, how satisfied are you with your life nowadays?	32	5	55	9	64%	+1	-3	-6
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	23	14	59	5	64%	-7	-7	-10
W03 Overall, how happy did you feel yesterday?	23	14	55	9	64%	-4	0	-2

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



0-1



2-3



4-5



6-10

W04 Overall, how anxious did you feel yesterday?	18	27	9	45	45%	-16	-4	-8
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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 CS2016	Difference from CS High Performers
I want to leave HMCPSI as soon as possible	<div></div>	35%	+23	+26	+24
I want to leave HMCPSI within the next 12 months	<div></div>	13%	-4	-2	-6
I want to stay working for HMCPSI for at least the next year	<div></div>	39%	+2	+7	0
I want to stay working for HMCPSI for at least the next three years	<div></div>	13%	-21	-30	-38

### The Civil Service Code

Differences are based on '% Yes' score

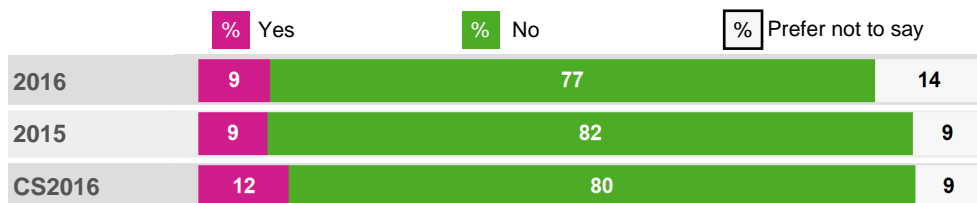
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	<div>100</div>		100%	0	+9	+5
D02. Are you aware of how to raise a concern under the Civil Service Code?	<div>86</div>	<div>14</div>	86%	+1	+19	+12
D03. Are you confident that if you raised a concern under the Civil Service Code in HMCPSI it would be investigated properly?	<div>50</div>	<div>50</div>	50%	-35	-17	-25

## All questions by theme

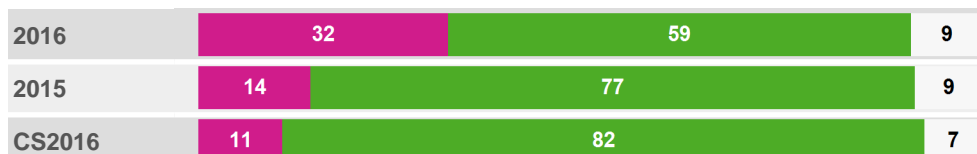
♦ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### Discrimination, harassment and bullying

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



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?

Results for this question have been suppressed as there are fewer than ten responses

For respondents who selected 'Yes' to question E03.

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

Results for this question have been suppressed as there are fewer than ten responses

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	--
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	--

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)

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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2015 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.
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 your previous survey, 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.