



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.





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 previous survey	Difference from CS2017	Difference from CS High Performers
Leadership and managing change		62%	-2 ✧	+16 ✧	+11 ✧
My work		82%	-1	+6 ✧	+3 ✧
My manager		73%	0	+4 ✧	+1 ✧
Learning and development		63%	0	+10 ✧	+5 ✧
Resources and workload		75%	-1 ✧	+2 ✧	0
Organisational objectives and purpose		87%	0	+5 ✧	0
Inclusion and fair treatment		81%	0	+5 ✧	+1 ✧
Pay and benefits		28%	+4 ✧	-2 ✧	-8 ✧
My team		84%	-1 ✧	+3 ✧	0



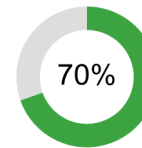
Strength of association with engagement



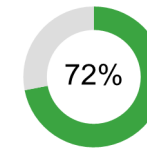
Statistically significant difference from comparison

Wellbeing

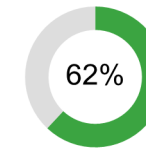
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



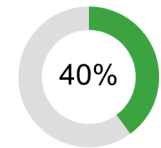
W01. Overall, how satisfied are you with your life nowadays?



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



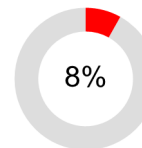
W03. Overall, how happy did you feel yesterday?



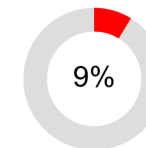
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

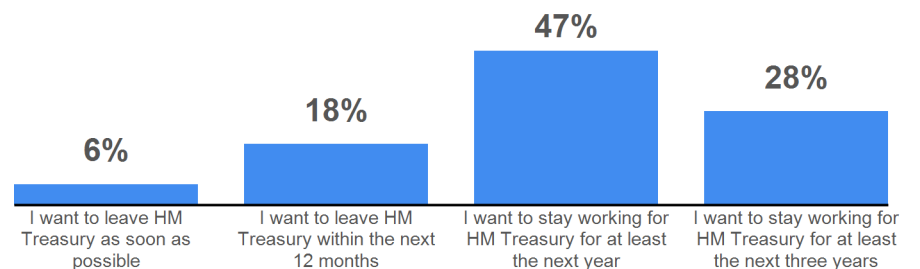


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	93%	B17	Poor performance is dealt with effectively in my team	45%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	66%
B47	I am proud when I tell others I am part of HM Treasury	89%	B53	Where I work, I think effective action has been taken on the results of the last survey	43%	B35	I feel that my pay adequately reflects my performance	49%
B26	I am treated with respect by the people I work with	89%	B43	When changes are made in HM Treasury they are usually for the better	37%	B36	I am satisfied with the total benefits package	46%
B25	I am treated fairly at work	89%	B40	I believe that the Executive Management Board has a clear vision for the future of HM Treasury	37%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	42%
B31	I have the skills I need to do my job effectively	89%	B45	I have the opportunity to contribute my views before decisions are made that affect me	31%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	37%



All questions by theme

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

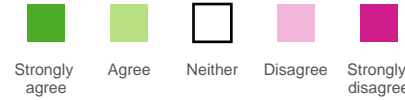
My work

82% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	53	40				93%	-1 ◆	+3 ◆	+1 ◆
B02 I am sufficiently challenged by my work	47	39	7	5		86%	0	+5 ◆	+3 ◆
B03 My work gives me a sense of personal accomplishment	35	47	9	7		82%	0	+5 ◆	+2 ◆
B04 I feel involved in the decisions that affect my work	22	47	16	11		69%	-1	+11 ◆	+5 ◆
B05 I have a choice in deciding how I do my work	33	49	10	5		82%	-1 ◆	+7 ◆	+2 ◆

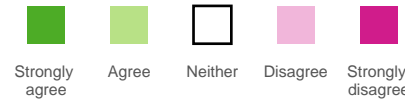
Organisational objectives and purpose*

87% 0

Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06 I have a clear understanding of the Treasury's objectives	34	53	9			87%	+1 ◆	+6 ◆	+1 ◆
B07 I understand how my work contributes to the Treasury's objectives	36	50	9			87%	-1 ◆	+4 ◆	-1 ◆



All questions by theme

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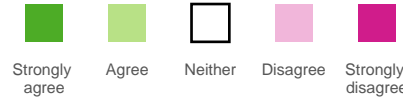
My manager

73% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08 My manager motivates me to be more effective in my job	34	44	12	7	5	78%	+2 ◆	+8 ◆	+4 ◆
B09 My manager is considerate of my life outside work	50	37	8	5	0	88%	+1 ◆	+3 ◆	0 ◆
B10 My manager is open to my ideas	48	39	7	5	1	88%	0	+6 ◆	+3 ◆
B11 My manager helps me to understand how I contribute to the Treasury's objectives	25	46	21	7	1	70%	0	+5 ◆	0
B12 Overall, I have confidence in the decisions made by my manager	41	42	10	5	2	83%	+2 ◆	+9 ◆	+4 ◆
B13 My manager recognises when I have done my job well	41	43	10	5	1	83%	0	+4 ◆	+1 ◆
B14 I receive regular feedback on my performance	25	43	15	13	5	68%	+2 ◆	0	-4 ◆
B15 The feedback I receive helps me to improve my performance	27	41	20	9	5	68%	-1 ◆	+4 ◆	0
B16 I think that my performance is evaluated fairly	24	43	20	10	5	67%	-1	+2 ◆	-3 ◆
B17 Poor performance is dealt with effectively in my team	10	29	45	11	5	40%	-3 ◆	0	-4 ◆



All questions by theme

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

My team

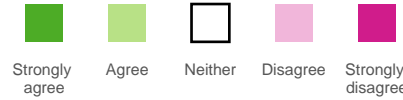
84%

-1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Table with 4 columns: Question ID, Question Text, Response Distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, and Differences from previous survey, CS2017, and CS High Performers.

Learning and development

63%

0

Difference from previous survey



Strength of association with engagement

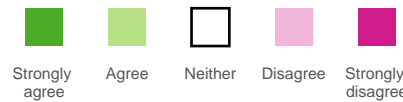


Table with 4 columns: Question ID, Question Text, Response Distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, and Differences from previous survey, CS2017, and CS High Performers.



All questions by theme

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

Inclusion and fair treatment

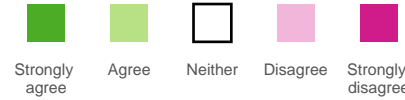
81%

0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Table with 4 rows (B25-B28) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers.

Resources and workload*

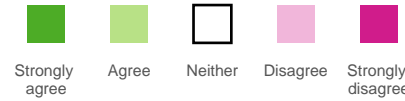
75%

-1

Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Table with 6 rows (B29-B34) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers.



All questions by theme

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

Pay and benefits

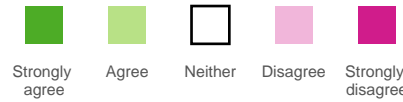
28%

+4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Table with 10 columns: Question ID, Question text, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers. Rows include B35, B36, and B37.

Leadership and managing change*

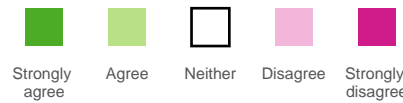
62%

-2

Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Table with 10 columns: Question ID, Question text, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers. Rows include B38 through B46.



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 CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of HM Treasury	47	42	8			89%	+1 ◆	+27 ◆	+20 ◆
B48 I would recommend HM Treasury as a great place to work	37	42	14	5		79%	0	+24 ◆	+16 ◆
B49 I feel a strong personal attachment to HM Treasury	27	38	23	10		65%	0	+16 ◆	+8 ◆
B50 HM Treasury inspires me to do the best in my job	26	46	18	6		73%	+3 ◆	+25 ◆	+19 ◆
B51 HM Treasury motivates me to help it achieve its objectives	23	46	21	7		69%	+2 ◆	+23 ◆	+16 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that SCS in HM Treasury will take action on the results from this survey	19	48	21	9		67%	+1 ◆	+17 ◆	+9 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	13	32	43	7		46%	-1	+9 ◆	+1 ◆



All questions by theme

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

Organisational culture

Table with 5 columns: Question ID, Question Text, Response Distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers. Rows include B54, B55, B56, B57, B58.

Leadership statement

Table with 5 columns: Question ID, Question Text, Response Distribution, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers. Rows include B59, B60.

Civil Service vision

Table with 5 columns: Question ID, Question Text, Response Distribution, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers. Rows include B61, B62.



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-B62 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.

Table with 3 rows: 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? Each row includes a bar chart showing response distribution and a table of metrics.

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



Table with 1 row: W04 Overall, how anxious did you feel yesterday? Includes a bar chart showing response distribution and a table of metrics.



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 HM Treasury?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave HM Treasury as soon as possible		6%	-1	-2 ◇	-5 ◇
I want to leave HM Treasury within the next 12 months		18%	-2 ◇	+4 ◇	+1 ◇
I want to stay working for HM Treasury for at least the next year		47%	-2	+13 ◇	+8 ◇
I want to stay working for HM Treasury for at least the next three years		28%	+5 ◇	-15 ◇	-24 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			95%	-1 ◇	+4 ◇	+1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			59%	-4 ◇	-9 ◇	-15 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in HM Treasury it would be investigated properly?			83%	+2 ◇	+13 ◇	+7 ◇

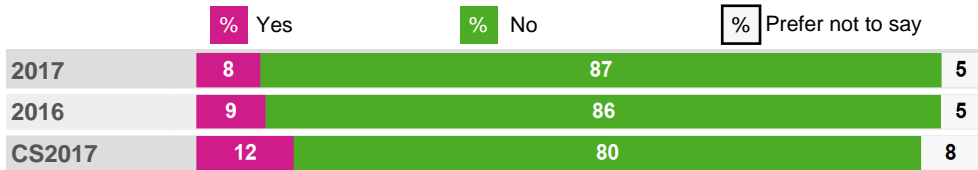


All questions by theme

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Discrimination, harassment and bullying

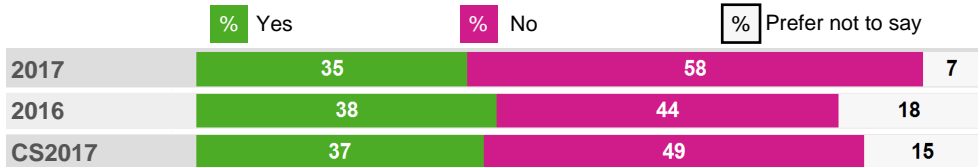
E01. During the past 12 months have you personally experienced discrimination at work?



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	24
Caring responsibilities	--
Disability	18
Ethnic background	20
Gender	29
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	35
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	18
Working location	--
Working pattern	17
Any other grounds	19
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)

	Response Count
A colleague	27
Your manager	29
Another manager in my part of HM Treasury	24
Someone you manage	--
Someone who works for another part of HM Treasury	27
A member of the public	--
Someone else	10
Prefer not to say	12

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



All questions by theme

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

HM Treasury questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	The Treasury Executive Management Board (EMB) is good at providing leadership	9	53	30	7		62%	-2 ◆
F02	The Treasury Executive Management Board (EMB) is good at communicating	15	53	21	9		68%	-3 ◆
F03	The department is doing a good job at moving people to where they are most needed	9	41	34	13		50%	-6 ◆
F04	The department is doing a good job of recruiting the right people for our future needs	8	41	31	16	5	49%	-4 ◆
F05	The department is doing a good job of retaining its most talented people		18	30	36	14	21%	0
F06	There is good cooperation between my team and teams in other groups that we have dealings with	23	59		11	5	82%	0
F07	My team has the right people with the right skills in the right post	16	52	17	11		69%	-3 ◆
F08	In the department we recognise and reward good performers	10	41	28	15	6	51%	-1
F09	I believe managers in my organisation are held accountable for the value for money resulting from their decisions	10	42	34	10		52%	+2 ◆



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 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (B47-B51). 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

Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

Confidentiality

The survey was carried out as part of the 2017 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.