

Response rate: 94% Civil Service People Survey 2017



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							
74	%						
Difference from previous survey	+1 💠						
Difference from CS2017	+13 💠						
Difference from CS High Performers	+9 ♦						

My work	<
82	% 📶
Difference from previous survey	-1
Difference from CS2017	+6
Difference from CS High Performers	+3 ♦

Organisational objectives and purpose						
87	7 % 📶					
Difference from previous survey	0					
Difference from CS2017	+5 \$					
Difference from CS High Performers	0					

Returns: 1,258

%	
	الاه
0	
+4	
+1	
	+4

My team	1
84	% 』
Difference from previous survey	-1 ♦
Difference from CS2017	+3
Difference from CS High Performers	0

Learning and development						
63	%					
Difference from previous survey	0					
Difference from CS2017	+10					
Difference from CS High Performers	+5 ♦					

Inclusion and fair treatment						
81	% iii					
Difference from previous survey	0					
Difference from CS2017	+5 ♦					
Difference from CS High Performers	+1 ♦					

Resources and workload						
75	% 📶					
Difference from previous survey	-1 ÷					
Difference from CS2017	+2					
Difference from CS High Performers	0					

Pay and ber	nefits
28	% 📶
Difference from previous survey	+4 ♦
Difference from CS2017	-2
Difference from CS High Performers	-8 ÷

Leadership and managing change							
62	% 1						
Difference from previous survey	-2 ♦						
Difference from CS2017	+16						
Difference from CS High Performers	+11						



Response rate: 94%

Civil Service People Survey 2017

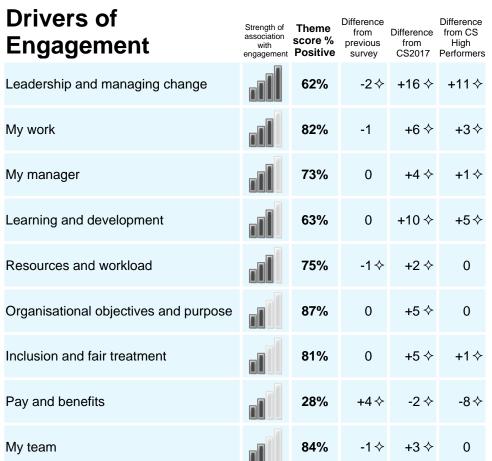


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Strength of association with engagement

♦ Statistically significant difference from comparison

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.



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?

at W03. Overall, how happy did you feel do yesterday? W04. Overall, how anxious did you feel vesterday?

Discrimination, bullying and harassment

% responding Yes

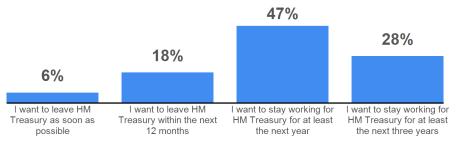


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





Returns : 1,258

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Civil Service People Survey 2017

Headline scores

Highest positive scoring % Pos	Highest question	neutral scoring ns	% Neutral		nest negative scoring stions	% Negative
B01 I am interested in my work	B17 Poo	r performance is dealt with	n effectively in my	B37	Compared to people doing a simil organisations I feel my pay is reas	ar job in other sonable
93	0		45%			66%
B47 I am proud when I tell others I am part of H Treasury	B53 Whe	ere I work, I think effective n on the results of the last	action has been survey	B35	I feel that my pay adequately refle performance	ects my
89	Ó		43%			49%
B26 I am treated with respect by the people I with	B43 Whe	en changes are made in Hi usually for the better	M Treasury they	B36	I am satisfied with the total benefi	ts package
89	0		37%			46%
B25 I am treated fairly at work	B40 l bel	ieve that the Executive Ma a clear vision for the future	anagement Board e of HM Treasury	B62	I understand how my work contrib us become 'A Brilliant Civil Servic	outes to helping e'
89	Ó		37%			42%
B31 I have the skills I need to do my job effective	B45 I have before	ve the opportunity to contri ore decisions are made tha	ibute my views at affect me	B61	I am aware of the Civil Service vis Brilliant Civil Service'	sion for 'A
89	Ď		31%			37%



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All questions by theme

All questions by theme										^ indica		question wording	ng from your previous	survey
My work	82%	-1	Difference from previous survey	Strength of association with engagement	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 m	y work					47		39	7 5	86%	0	+5 ♦	+3 ♦	
B03 My work gives me a sense of per	sonal accom	plishm	nent		3	5	47		9 7	82%	0	+5 ♦	+2 ♦	
B04 I feel involved in the decisions that	at affect my v	vork			22		47	16	11	69%	-1	+11 💠	+5 ♦	
B05 I have a choice in deciding how I	do my work				30	3	49		10 5	82%	-1 ♦	+7 ♦	+2 ♦	
Organisational objectives and purpose*	87%	0	Difference from previous survey	Strength of association with engagement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	survey. Pr	e score is base evious survey illow for the the	scores have b	er question in this y een recalculated c parison	year's on this
B06 I have a clear understanding of the	ne Treasury's	objec	ctives		34	4	5	3	9	87%	+1 ♦	+6 �	+1 ♦	

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B07 I understand how my work contributes to the Treasury's objectives

-1 ♦



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Civil Service People Survey 2017

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

All questions by theme

My manager

Difference from previous



Strength of association

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Positive

	survey	engagement	agree			disagree	%	Diffe	Diffe	Diffi fron Per
B08 My manager motivates me to be more effective in my	job		34	4	4	12 7	78%	+2 ♦	+8 ♦	+4 ♦
B09 My manager is considerate of my life outside work			50		37	8	88%	+1 ♦	+3 ♦	0 �
B10 My manager is open to my ideas			48		39	7 5	88%	0	+6 ♦	+3 ♦
B11 My manager helps me to understand how I contribute	to the Treasury	's objectives	25	46		21 7	70%	0	+5 ♦	0
B12 Overall, I have confidence in the decisions made by r	ny manager		41		42	10 5	83%	+2 ♦	+9 �	+4 ♦
B13 My manager recognises when I have done my job we	II		41		43	10 5	83%	0	+4 �	+1 ♦
B14 I receive regular feedback on my performance			25	43	15	5 13	68%	+2 ♦	0	-4 💠
B15 The feedback I receive helps me to improve my perfo	rmance		27	41	2	20 9	68%	-1 ♦	+4 �	0
B16 I think that my performance is evaluated fairly			24	43	2	0 10	67%	-1	+2 �	-3 ♦
B17 Poor performance is dealt with effectively in my team			10 29		45	11 5	40%	-3 ♦	0	-4 💠



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All questions by theme

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

10 5

My team

previous



Strength of association with engagement

Returns: 1,258





Positive

Difference from CS2017

Difference from CS High Performers

The people in my team can be relied upon to help when things get difficult in my B18 job

46 48

88% 84%

+3 ♦ **-2** ♦ +2 ♦

+1 <

0

The people in my team work together to find ways to improve the service we B19 provide

The people in my team are encouraged to come up with new and better ways of

46

14

80%

-3 ♦ +4 ♦

0

Learning and development

doing things

Difference from previous survey



Strength of association engagement



37



Neither Strongly disagree

I am able to access the right learning and development opportunities when I need

Learning and development activities I have completed in the past 12 months have





+3 ♦

-2 ♦

+7 ♦ +2 ♦

B23 There are opportunities for me to develop my career in HM Treasury

43

19

65%

71%

59%

0 +18 ♦

+10 ♦

+5 ♦

Learning and development activities I have completed while working for HM Treasury are helping me to develop my career

40

30

57%

+10 ♦ 0

helped to improve my performance

Response rate: 94% Civil Service People Survey 2017

All questions by theme

Inclusion and fair treatment

81%

Difference from previous survey

Strength of association with engagement

Returns: 1,258

Strongly Agree agree

Neither Disag

e Strongly disagree % Positive

Difference from previous survey

Difference from CS2017

^ indicates a variation in question wording from your previous survey

♦ indicates statistically significant difference from comparison

Difference from CS High Performers

B25 I am treated fairly at work B26 I am treated with respect by the people I work with B27 I feel valued for the work I do B28 I am treated fairly at work B29 I am treated with respect by the people I work with B27 I feel valued for the work I do B28 I am treated fairly at work B29 I am treated fairly at work B20 I am treated with respect by the people I work with B21 I feel valued for the work I do B22 I feel valued for the work I do B23 I feel valued for the work I do					0	□ □ s		
B27 I feel valued for the work I do 32 45 11 8 76% +1 \$\div +1 \div +4 \div	B25 I am treated fairly at work	38	50	5	89%	+2 ♦	+9 ♦	+5 ♦
	B26 I am treated with respect by the people I work with	43	46	6	89%	-1 ❖	+4 ♦	+2 ♦
I think that I IM. The course against individual differences (one with measured in a	B27 I feel valued for the work I do	32	45	11 8	76%	+1 �	+11 💠	+4 ♦
B28 I think that HM Treasury respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	B28 I think that HM Treasury respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	29	43 1	14 11	72%	-1 ♦	-4 ♦	-8 �

Resources and workload*

'5%

Difference from previous survey



Strength of association with engagement



Strongly *This surv

*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

B29 I get the information I need to do my job well	19	58	14 7	77%	-1 💠	+8 �	+3 ♦
B30 I have clear work objectives	22	56	13 8	77%	- 2 ♦	+2 ♦	-3 ♦
B31 I have the skills I need to do my job effectively	29	60	8	89%	+1 ♦	0	-2 ♦
B32 I have the tools I need to do my job effectively	23	57	12 7	80%	-3 💠	+10 ♦	+3 ♦
B33 I have an acceptable workload	13 48	16	17 6	61%	-1	0	-6 ♦
B34 I achieve a good balance between my work life and my private life	19 45	14	15 6	65%	0	-4 	-9 💠

Response rate: 94%

Civil Service People Survey 2017

All questions by theme

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

Pay and benefits

Difference previous



Strength of association with engagement

Returns: 1.258





26

24



31%

19%

Difference from CS2017

0

Difference from CS High Performers

-6 ♦

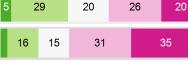
-7 ♦

-14 ♦

B35 I feel that my pay adequately reflects my performance

B36 I am satisfied with the total benefits package

Compared to people doing a similar job in other organisations I feel my pay is reasonable



20

34%

+5 ♦ 0

-7 ♦

+2 ♦

Leadership and managing change*

Difference from previous survey



Strenath of association engagement



26

*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

B38 SCS in HM Treasury are sufficiently visible

B39 I believe the actions of SCS are consistent with the Treasury's values

I believe that the Executive Management Board has a clear vision for the future of **HM Treasury**

B41 Overall, I have confidence in the decisions made by the Treasury's SCS

B42 I feel that change is managed well in HM Treasury

B43 When changes are made in HM Treasury they are usually for the better

B44 HM Treasury keeps me informed about matters that affect me

I have the opportunity to contribute my views before decisions are made that affect me

B46 I think it is safe to challenge the way things are done in HM Treasury



46

22

13

56 11 8 79% +19 ♦ +10 ♦ 6 53 21 71% +17 ♦ +11 ♦ 40 37 51% +2 ♦ 55 21 5 72% +23 ♦ +17 ♦ 13 44 30 53% **-8** ♦ +20 ♦ +12 ♦ 45 37 8 52% +19 ♦ +12 ♦ 58 8 73% +15 ♦ +8 ♦ 18 41 31 16 49% +11 ♦ +2 ♦

62%

-3 ♦

+16 ♦

+9 ♦



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Civil Service People Survey 2017

♦ indicates statistically significant difference from comparison All questions by theme ^ indicates a variation in question wording from your previous survey Difference from CS High Performers Positive **Engagement** Strongly B47 I am proud when I tell others I am part of HM Treasury 89% +20 ♦ 42 8 5 B48 I would recommend HM Treasury as a great place to work 42 14 79% 0 +24 ♦ +16 ♦ 10 B49 I feel a strong personal attachment to HM Treasury 38 23 65% 0 +16 ♦ +8 ♦ B50 HM Treasury inspires me to do the best in my job 6 73% +25 ♦ +19 ♦ 46 18 +23 ♦ +16 ♦ B51 HM Treasury motivates me to help it achieve its objectives 46 21 69% **Taking action** Neither Disagree disagree agree B52 I believe that SCS in HM Treasury will take action on the results from this survey 48 Where I work, I think effective action has been taken on the results of the last 32 43 46% +1 ♦ survev

Response rate: 94% Civil Service People Survey 2017

♦ indicates statistically significant difference from comparison All questions by theme ^ indicates a variation in question wording from your previous survey Difference from CS High Performers Difference from CS2017 Positive **Organisational culture** Strongly agree B54 I am trusted to carry out my job effectively 88% **-2** ♦ **-2** ♦ 6 B55 I believe I would be supported if I try a new idea, even if it may not work 15 7 50 76% -3 ♦ +5 ♦ +1 ♦ In HM Treasury, people are encouraged to speak up when they identify a serious 29 51 13 81% +14 <> 5 New +9 ♦ policy or delivery risk B57 I feel able to challenge inappropriate behaviour in the workplace 8 52 17 72% +9 ♦ New +4 ♦ B58 HM Treasury is committed to creating a diverse and inclusive workplace 49 16 6 75% +1 ♦ -3 ♦ New **Leadership statement** Strongly Neither Disagree disagree agree SCS in HM Treasury actively role model the behaviours set out in the Civil 52 26 5 66% Service Leadership Statement My manager actively role models the behaviours set out in the Civil Service 49 17 5 76% +10 ♦ +4 ♦ Leadership Statement Civil Service vision Strongly Strongly agree disagree B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service' 47% +5 ♦ -8 <> 40 16 31 New I understand how my work contributes to helping us become 'A Brilliant Civil 26 27 35 31% New -14 ♦ Service'

Returns: 1,258



Wellbeing

HM Treasury

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♦ indicates statistically significant difference from comparison

All questions by theme





^ indicates a variation in question wording from your previous survey

% Positive

Difference from CS High Performers

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 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?	10 21 58 12 70 % 0 +4 \$\div +1 \$\div
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9 20 53 19 72% -1 \(\div \) +1 \(\div \) -1 \(\div \)
W03 Overall, how happy did you feel yesterday?	13 25 47 15 62 % -2 \(\dig \) -1 \(\dig \) -3 \(\dig \)
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?	13 27 22 38 40% -6 ÷ -9 ÷ -12 ÷

Response rate: 94%

% No

Civil Service People Survey 2017

All questions by theme

Your plans for the future

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

♦ indicates statistically significant difference from comparison

^ indicates a variation in question wording from your previous survey

		Dif	CS	C S C S P e
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 ♦

Returns: 1,258

The Civil Service Code

Differences are based on '% Yes' score

		>	76 1 e3 Difference previous	Differenc CS2017	Differenc CS High Perform
D01. Are you aware of the Civil Service Code?	95	5 95	5% -1 ♦	+4 ♦	+1 ❖
D02. Are you aware of how to raise a concern under the Civil Service Code?	59 41	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	17 83	3% +2 ♦	+13 ♦	+7 ♦

% Yes

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^ 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?

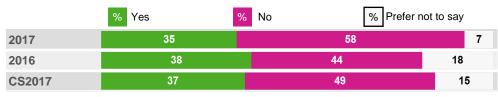


E03. During the past 12 months have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question 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?

2017	20	61	18
2016	28	47	25
CS2017	19	62	19

For respondents who selected 'Yes' to guestion E01.

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

	Respons	se 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)

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 '--'





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Civil Service People Survey 2017

^ indicates a variation in question wording from your previous survey

♦ indicates statistically significant difference from comparison

All questions by theme

Difference from previous survey Positive **HM Treasury questions** Strongly The Treasury Executive Management Board (EMB) is good at providing F01 53 30 62% **-2** ♦ leadership The Treasury Executive Management Board (EMB) is good at communicating 53 21 9 68% -3 ♦ The department is doing a good job at moving people to where they are most F03 41 34 13 50% -6 ♦ needed The department is doing a good job of recruiting the right people for our future 49% 16 41 31 **-4** ♦ needs The department is doing a good job of retaining its most talented people 18 30 36 21% 0 There is good cooperation between my team and teams in other groups that we 82% F06 59 11 5 0 have dealings with My team has the right people with the right skills in the right post 69% 52 -3 ♦ In the department we recognise and reward good performers 28 15 51% -1 I believe managers in my organisation are held accountable for the value for 42 34 52% +2 ♦ money resulting from their decisions



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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.