



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 CS2015	Difference from CS High Performers
Leadership and managing change		30%	+2 ✧	-12 ✧	-21 ✧
My work		65%	+1 ✧	-10 ✧	-14 ✧
Pay and benefits		21%	+1 ✧	-9 ✧	-15 ✧
My manager		65%	+1 ✧	-2 ✧	-6 ✧
Learning and development		50%	+4 ✧	0	-6 ✧
Resources and workload		66%	+1 ✧	-6 ✧	-10 ✧
Organisational objectives and purpose		79%	+1 ✧	-4 ✧	-8 ✧
My team		83%	+2 ✧	+3 ✧	0
Inclusion and fair treatment		70%	+1 ✧	-5 ✧	-9 ✧



Strength of association with engagement

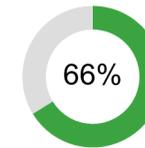


Statistically significant difference from comparison

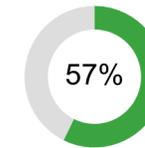
Wellbeing



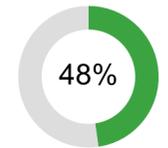
Overall, how satisfied are you with your life nowadays?



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

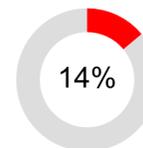


Overall, how happy did you feel yesterday?

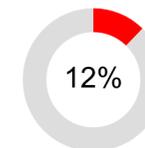


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

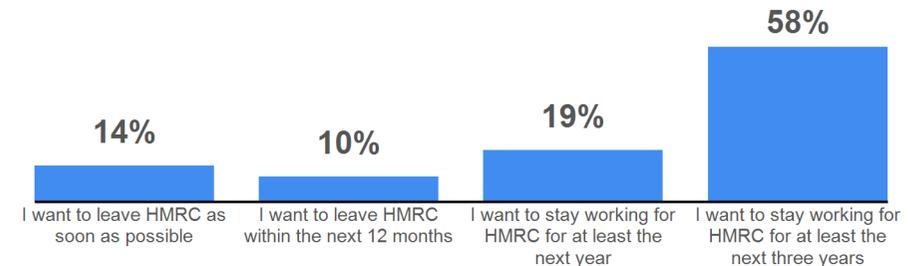


During the past 12 months have you personally experienced discrimination at work?



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

65% +1

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	29	53	10	6		82%	+2 ◆	-7 ◆	-9 ◆
B02 I am sufficiently challenged by my work	30	47	11	9		77%	+2 ◆	-2 ◆	-5 ◆
B03 My work gives me a sense of personal accomplishment	20	46	16	13	5	66%	+2 ◆	-9 ◆	-12 ◆
B04 I feel involved in the decisions that affect my work	10	34	19	24	13	43%	0	-12 ◆	-20 ◆
B05 I have a choice in deciding how I do my work	14	41	16	19	11	54%	-1 ◆	-19 ◆	-24 ◆

Organisational objectives and purpose

79% +1

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 HMRC's purpose	21	59	12	6		80%	+1 ◆	-5 ◆	-9 ◆
B07 I have a clear understanding of HMRC's objectives	19	58	14	7		77%	+1 ◆	-3 ◆	-7 ◆
B08 I understand how my work contributes to HMRC's objectives	21	58	12	5		80%	+1 ◆	-3 ◆	-7 ◆



All questions by theme

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My manager

65% +1

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
B09	My manager motivates me to be more effective in my job	20	46	18	12	6	65%	+2 ◇	-3 ◇	-7 ◇
B10	My manager is considerate of my life outside work	30	46	14	6	6	76%	+1 ◇	-6 ◇	-10 ◇
B11	My manager is open to my ideas	26	50	14	6	6	77%	+2 ◇	-4 ◇	-8 ◇
B12	My manager helps me to understand how I contribute to HMRC's objectives	17	46	24	10	6	63%	+2 ◇	0 ◇	-5 ◇
B13	Overall, I have confidence in the decisions made by my manager	22	45	18	9	5	67%	+1 ◇	-5 ◇	-9 ◇
B14	My manager recognises when I have done my job well	26	50	13	8	6	76%	+1 ◇	-3 ◇	-5 ◇
B15	I receive regular feedback on my performance	20	50	14	12	6	70%	+1 ◇	+3 ◇	0 ◇
B16	The feedback I receive helps me to improve my performance	17	43	22	12	5	61%	+2 ◇	-1 ◇	-4 ◇
B17	I think that my performance is evaluated fairly	15	42	20	15	8	57%	0	-5 ◇	-11 ◇
B18	Poor performance is dealt with effectively in my team	9	31	37	14	8	40%	+1 ◇	+1 ◇	-3 ◇

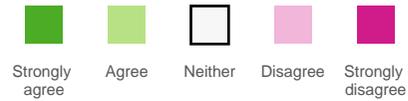
My team

83% +2

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	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	36	51	8	6	1	87%	+1 ◇	+2 ◇	0 ◇
B20	The people in my team work together to find ways to improve the service we provide	33	51	10	6	1	84%	+2 ◇	+4 ◇	0 ◇
B21	The people in my team are encouraged to come up with new and better ways of doing things	27	50	14	6	6	77%	+3 ◇	+3 ◇	-1 ◇



All questions by theme

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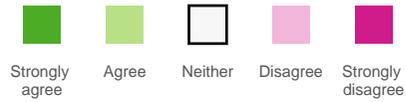
Learning and development

50% +4

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	50	20	15	0	61%	0	-2 ◆	-7 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	40	26	18	6	50%	+3 ◆	-2 ◆	-8 ◆
B24	There are opportunities for me to develop my career in HMRC	10	39	24	17	11	49%	+7 ◆	+8 ◆	-1 ◆
B25	Learning and development activities I have completed while working for HMRC are helping me to develop my career	8	30	29	22	10	39%	+4 ◆	-5 ◆	-11 ◆

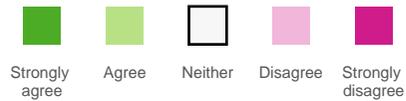
Inclusion and fair treatment

70% +1

Difference from previous survey



Strength of association with engagement



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	18	56	14	8	0	74%	+1 ◆	-4 ◆	-8 ◆
B27	I am treated with respect by the people I work with	25	61	9	0	0	86%	+1 ◆	+1 ◆	-1 ◆
B28	I feel valued for the work I do	13	39	20	18	9	52%	+2 ◆	-11 ◆	-17 ◆
B29	I think that HMRC respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	50	19	8	5	67%	+1 ◆	-5 ◆	-10 ◆



All questions by theme

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Resources and workload

66% +1

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	19	63	10	7	7	82%	0	-1 ◆	-4 ◆
B31 I get the information I need to do my job well	10	48	20	17	5	58%	+1 ◆	-11 ◆	-15 ◆
B32 I have clear work objectives	14	59	15	9	7	73%	+1 ◆	-3 ◆	-7 ◆
B33 I have the skills I need to do my job effectively	17	59	13	8	7	77%	-1 ◆	-12 ◆	-14 ◆
B34 I have the tools I need to do my job effectively	10	46	19	19	7	56%	+2 ◆	-13 ◆	-18 ◆
B35 I have an acceptable workload	7	49	18	18	8	56%	+1 ◆	-3 ◆	-8 ◆
B36 I achieve a good balance between my work life and my private life	13	51	17	13	5	64%	-1 ◆	-2 ◆	-7 ◆

Pay and benefits

21% +1

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	18	14	31	34	3	21%	+1 ◆	-11 ◆	-16 ◆
B38 I am satisfied with the total benefits package	20	19	29	29	3	23%	+1 ◆	-10 ◆	-17 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	16	16	30	35	3	19%	+1 ◆	-6 ◆	-13 ◆



All questions by theme

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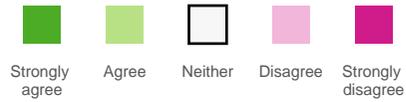
Leadership and managing change

30% +2

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 HMRC as a whole is managed well	24	24	29	20	27%	+3 ◆	-18 ◆	-29 ◆	
B41 Senior managers in HMRC are sufficiently visible	6	34	21	23	15	40%	+3 ◆	-13 ◆	-26 ◆
B42 I believe the actions of senior managers are consistent with HMRC's values	5	30	33	18	14	34%	+3 ◆	-11 ◆	-22 ◆
B43 I believe that ExCom has a clear vision for the future of HMRC	5	30	36	15	14	35%	+3 ◆	-7 ◆	-19 ◆
B44 Overall, I have confidence in the decisions made by HMRC's senior managers	22	28	26	21	25%	+3 ◆	-16 ◆	-26 ◆	
B45 I feel that change is managed well in HMRC	19	22	35	22	22%	+3 ◆	-8 ◆	-17 ◆	
B46 When changes are made in HMRC they are usually for the better	19	28	31	20	21%	+3 ◆	-6 ◆	-14 ◆	
B47 HMRC keeps me informed about matters that affect me	39	25	20	12	43%	+1 ◆	-13 ◆	-21 ◆	
B48 I have the opportunity to contribute my views before decisions are made that affect me	22	23	31	20	25%	+1 ◆	-11 ◆	-19 ◆	
B49 I think it is safe to challenge the way things are done in HMRC	28	24	25	19	32%	+2 ◆	-9 ◆	-18 ◆	



All questions by theme

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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 HMRC	6	24	30	24	16	31%	+3 ◆	-27 ◆	-36 ◆
B51 I would recommend HMRC as a great place to work	6	22	27	26	19	27%	+5 ◆	-20 ◆	-31 ◆
B52 I feel a strong personal attachment to HMRC	7	26	27	24	16	33%	+2 ◆	-14 ◆	-21 ◆
B53 HMRC inspires me to do the best in my job	5	24	32	24	15	29%	+4 ◆	-15 ◆	-22 ◆
B54 HMRC motivates me to help it achieve its objectives	5	24	31	25	16	28%	+4 ◆	-13 ◆	-20 ◆

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 HMRC will take action on the results from this survey	6	27	24	23	20	33%	+4 ◆	-10 ◆	-22 ◆
B56 I believe that managers where I work will take action on the results from this survey	10	38	22	16	13	48%	+6 ◆	-7 ◆	-14 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	7	24	34	20	16	30%	+5 ◆	-3 ◆	-12 ◆



All questions by theme

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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	21	61	9	5		83%	0 ◆	-5 ◆	-7 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	13	47	23	13		60%	+2 ◆	-7 ◆	-12 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	10	41	23	16	9	51%	0	-14 ◆	-18 ◆
B61 When I talk about HMRC I say "we" rather than "they"	12	41	24	15	8	53%	+1 ◆	-17 ◆	-25 ◆
B62 I have some really good friendships at work	30	50	14			80%	+1 ◆	+4 ◆	+1 ◆

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	18	47	19	10	5	65%	--	-2 ◆	-6 ◆
B64 Senior managers inspire people across HMRC to do their best	5	24	31	25	15	28%	--	-9 ◆	-18 ◆
B65 My manager leads our team with confidence	21	48	16	10	5	69%	--	-2 ◆	-7 ◆
B66 Senior managers lead HMRC with confidence	6	31	32	18	12	37%	--	-10 ◆	-20 ◆
B67 My manager empowers me to do my job effectively	19	48	19	9	5	67%	--	-4 ◆	-8 ◆
B68 HMRC's senior managers empower teams to deliver	5	26	35	21	14	31%	--	-10 ◆	-18 ◆
B69 Senior managers in HMRC actively role model the behaviours set out in the Civil Service Leadership Statement	5	24	41	17	13	29%	--	-7 ◆	-14 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	15	44	27	8	6	59%	--	+2 ◆	-3 ◆



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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?	 17	 23	 46	 14	60%	0	-5 ◆	-8 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	 13	 21	 46	 20	66%	-1 ◆	-5 ◆	-8 ◆
W03 Overall, how happy did you feel yesterday?	 20	 22	 38	 19	57%	0	-5 ◆	-8 ◆

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?	 22	 26	 20	 32	48%	-1 ◆	-2 ◆	-5 ◆
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All questions by theme

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Your plans for the future

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

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave HMRC as soon as possible		14%	0	+5 ◇	+2 ◇
I want to leave HMRC within the next 12 months		10%	+1 ◇	-6 ◇	-10 ◇
I want to stay working for HMRC for at least the next year		19%	+1 ◇	-13 ◇	-19 ◇
I want to stay working for HMRC for at least the next three years		58%	-1 ◇	+15 ◇	+6 ◇

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?		7	93%	-1 ◇	+3 ◇	-1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		32	68%	-1 ◇	+2 ◇	-4 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in HMRC it would be investigated properly?		40	60%	-1 ◇	-8 ◇	-13 ◇

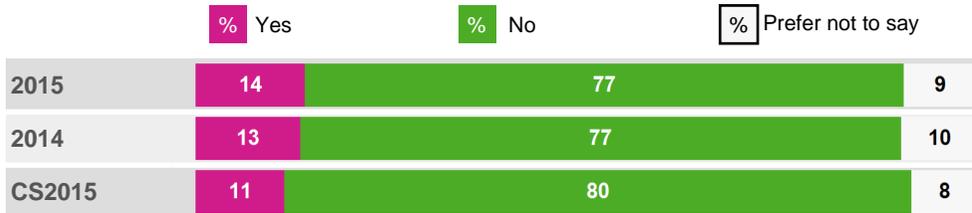


All questions by theme

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Discrimination, harassment and bullying

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

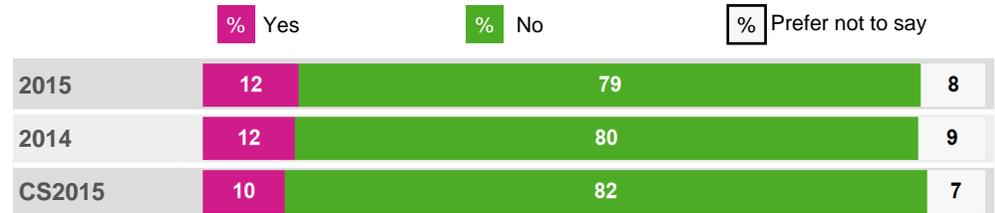


For respondents who selected 'Yes' to question E01.

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	995
Caring responsibilities	751
Disability	1,032
Ethnic background	409
Gender	656
Gender reassignment or perceived gender	20
Grade, pay band or responsibility level	1,481
Main spoken/written language or language ability	212
Religion or belief	195
Sexual orientation	169
Social or educational background	242
Working location	611
Working pattern	1,464
Any other grounds	1,489
Prefer not to say	526

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	1,517
Your manager	1,700
Another manager in my part of HMRC	1,544
Someone you manage	183
Someone who works for another part of HMRC	324
A member of the public	154
Someone else	134
Prefer not to say	742



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HM Revenue & Customs questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	The current HMRC approach to managing performance (introduced in April 2013) is helping me to improve my performance	17	23	28	30	19%	--	
F02	Building our Future helps me understand <i>how</i> HMRC is changing	8	51	20	11	10	59%	--
F03	Building our Future helps me understand <i>why</i> HMRC is changing	8	51	20	11	10	59%	--
F04	Building our Future helps me understand <i>what</i> my part is in contributing to that change	5	30	26	23	15	36%	--
F05	There is sufficient opportunity to innovate within my team	7	38	29	17	9	45%	--



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.