

Your engagement index

68%

Difference from previous survey

+3 ✧

Difference from CS2013

+10 ✧

Difference from CS High Performers

+6 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2013
B50. I am proud when I tell others I am part of HM Treasury	83%	+3 ✧	+27 ✧
B51. I would recommend HM Treasury as a great place to work	67%	+3 ✧	+23 ✧

Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to HM Treasury	60%	+5 ✧	+14 ✧
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Strive: motivated to do the best for the organisation...










B53. HM Treasury inspires me to do the best in my job	63%	+7 ✧	+20 ✧
B54. HM Treasury motivates me to help it achieve its objectives	58%	+7 ✧	+19 ✧

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these 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.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Leadership and managing change		59%	+3 ✧	+17 ✧	+8 ✧
My work		82%	+4 ✧	+8 ✧	+4 ✧
My manager		71%	+3 ✧	+4 ✧	+1
Learning and development		54%	+6 ✧	+7 ✧	0
Organisational objectives and purpose		90%	+7 ✧	+7 ✧	+2 ✧
Pay and benefits		19%	+1	-11 ✧	-16 ✧
Resources and workload		77%	+4 ✧	+3 ✧	0
Inclusion and fair treatment		77%	+2 ✧	+3 ✧	0
My team		84%	+5 ✧	+5 ✧	+2 ✧




✧ = Statistically significant difference from comparison

Top three key driver themes in more detail

The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change Strength of association with engagement: 			
B41. SCS in HM Treasury are sufficiently visible	75%	+4 ◇	+24 ◇
B40. I feel that HM Treasury as a whole is managed well	67%	+5 ◇	+24 ◇
B44. Overall, I have confidence in the decisions made by the Treasury's SCS	64%	+7 ◇	+23 ◇
B42. I believe the actions of SCS are consistent with the Treasury's values	63%	+4 ◇	+19 ◇
B49. I think it is safe to challenge the way things are done in HM Treasury	58%	+4 ◇	+19 ◇
B45. I feel that change is managed well in HM Treasury	47%	-2 ◇	+19 ◇
B46. When changes are made in HM Treasury they are usually for the better	40%	+6 ◇	+13 ◇
B43. I believe that the Executive Management Board has a clear vision for the future of HM Treasury	54%	+8 ◇	+13 ◇
B47. HM Treasury keeps me informed about matters that affect me	70%	-1	+12 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	48%	0	+12 ◇
My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	70%	+7 ◇	+16 ◇
B05. I have a choice in deciding how I do my work	82%	+2 ◇	+9 ◇
B03. My work gives me a sense of personal accomplishment	82%	+6 ◇	+7 ◇
B02. I am sufficiently challenged by my work	83%	+2 ◇	+5 ◇
B01. I am interested in my work	93%	+2 ◇	+4 ◇
My manager Strength of association with engagement: 			
B13. Overall, I have confidence in the decisions made by my manager	81%	+4 ◇	+10 ◇
B09. My manager motivates me to be more effective in my job	74%	+3 ◇	+8 ◇
B11. My manager is open to my ideas	86%	+1 ◇	+7 ◇
B16. The feedback I receive helps me to improve my performance	66%	+4 ◇	+6 ◇
B14. My manager recognises when I have done my job well	83%	+4 ◇	+6 ◇
B12. My manager helps me to understand how I contribute to the Treasury's objectives	67%	+7 ◇	+5 ◇
B10. My manager is considerate of my life outside work	84%	+2 ◇	+4 ◇
B17. I think that my performance is evaluated fairly	65%	+4 ◇	+2 ◇
B15. I receive regular feedback on my performance	64%	+4 ◇	0
B18. Poor performance is dealt with effectively in my team	38%	+3 ◇	-1

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



My work

:Strength of association with engagement

Question	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	49	45	4			93%	+2 ◇	+4 ◇	+2 ◇
B02. I am sufficiently challenged by my work	41	42	8	7		83%	+2 ◇	+5 ◇	+2 ◇
B03. My work gives me a sense of personal accomplishment	32	50	11	6		82%	+6 ◇	+7 ◇	+3 ◇
B04. I feel involved in the decisions that affect my work	21	49	16	12		70%	+7 ◇	+16 ◇	+9 ◇
B05. I have a choice in deciding how I do my work	31	51	12	5		82%	+2 ◇	+9 ◇	+5 ◇

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of the Treasury's purpose	38	55	5			93%	+7 ◇	+8 ◇	+4 ◇
B07. I have a clear understanding of the Treasury's objectives	31	58	8	4		88%	+9 ◇	+8 ◇	+3 ◇
B08. I understand how my work contributes to the Treasury's objectives	34	55	8			88%	+7 ◇	+6 ◇	+2 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

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My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	24	49	15	9		74%	+3 ◇	+8 ◇	+4 ◇
B10. My manager is considerate of my life outside work	40	43	11	4		84%	+2 ◇	+4 ◇	0
B11. My manager is open to my ideas	38	47	9	4		86%	+1 ◇	+7 ◇	+3 ◇
B12. My manager helps me to understand how I contribute to the Treasury's objectives	18	49	22	8		67%	+7 ◇	+5 ◇	+1 ◇
B13. Overall, I have confidence in the decisions made by my manager	32	49	11	5		81%	+4 ◇	+10 ◇	+5 ◇
B14. My manager recognises when I have done my job well	31	52	10	5		83%	+4 ◇	+6 ◇	+3 ◇
B15. I receive regular feedback on my performance	19	45	17	16		64%	+4 ◇	0	-4 ◇
B16. The feedback I receive helps me to improve my performance	19	47	20	12		66%	+4 ◇	+6 ◇	+1
B17. I think that my performance is evaluated fairly	17	48	22	10	4	65%	+4 ◇	+2 ◇	-2 ◇
B18. Poor performance is dealt with effectively in my team	8	29	45	12	5	38%	+3 ◇	-1	-4 ◇

My team

:Strength of association with engagement

B19. The people in my team can be relied upon to help when things get difficult in my job	38	49	9	4		87%	+4 ◇	+3 ◇	+1 ◇
B20. The people in my team work together to find ways to improve the service we provide	33	50	12	4		83%	+6 ◇	+3 ◇	+1
B21. The people in my team are encouraged to come up with new and better ways of doing things	30	51	13	6		81%	+6 ◇	+8 ◇	+5 ◇

All questions by theme


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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 Difference from CS High Performers

Learning and development

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	11	49	23	13		60%	+4 ◇	-1	-4 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	43	33	11	4	53%	+6 ◇	+5 ◇	-1
B24. There are opportunities for me to develop my career in HM Treasury	11	43	21	15	10	54%	+8 ◇	+16 ◇	+7 ◇
B25. Learning and development activities I have completed while working for HM Treasury are helping me to develop my career	10	40	29	14	6	51%	+4 ◇	+9 ◇	+2 ◇

Inclusion and fair treatment

 :Strength of association with engagement

B26. I am treated fairly at work	30	54	10	5		84%	+1	+6 ◇	+3 ◇
B27. I am treated with respect by the people I work with	35	53	9			88%	0	+3 ◇	+1 ◇
B28. I feel valued for the work I do	21	49	16	10		70%	+3 ◇	+7 ◇	+3 ◇
B29. I think that HM Treasury respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	46	17	11	4	68%	+3 ◇	-5 ◇	-10 ◇

All questions by theme


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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 Difference from CS High Performers

Resources and workload

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	22	64	9	4		86%	+7 ◇	+2 ◇	-1 ◇
B31. I get the information I need to do my job well	16	62	15	6		78%	+8 ◇	+9 ◇	+5 ◇
B32. I have clear work objectives	21	59	13	6		80%	+3 ◇	+4 ◇	0
B33. I have the skills I need to do my job effectively	26	63	9			89%	+3 ◇	+1	-1 ◇
B34. I have the tools I need to do my job effectively	17	63	12	8		80%	+5 ◇	+9 ◇	+4 ◇
B35. I have an acceptable workload	9	52	18	15	5	61%	0	+2 ◇	-4 ◇
B36. I achieve a good balance between my work life and my private life	15	47	17	14	6	63%	0	-5 ◇	-10 ◇

Pay and benefits

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	19	18	32	29		21%	+1	-8 ◇	-14 ◇
B38. I am satisfied with the total benefits package	19	22	31	25		22%	0	-11 ◇	-16 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	11	10	31	45		13%	+2 ◇	-12 ◇	-19 ◇

All questions by theme

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Leadership and managing change

: Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B40. I feel that HM Treasury as a whole is managed well	9	58	22	9		67%	+5 ◇	+24 ◇	+11 ◇
B41. SCS in HM Treasury are sufficiently visible	16	59	14	9		75%	+4 ◇	+24 ◇	+13 ◇
B42. I believe the actions of SCS are consistent with the Treasury's values	11	52	26	8		63%	+4 ◇	+19 ◇	+8 ◇
B43. I believe that the Executive Management Board has a clear vision for the future of HM Treasury	8	46	36	8		54%	+8 ◇	+13 ◇	-1
B44. Overall, I have confidence in the decisions made by the Treasury's SCS	10	54	28	6		64%	+7 ◇	+23 ◇	+13 ◇
B45. I feel that change is managed well in HM Treasury	5	42	30	18	4	47%	-2 ◇	+19 ◇	+8 ◇
B46. When changes are made in HM Treasury they are usually for the better	4	36	44	13		40%	+6 ◇	+13 ◇	+5 ◇
B47. HM Treasury keeps me informed about matters that affect me	9	62	20	8		70%	-1	+12 ◇	+6 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	6	43	29	18	5	48%	0	+12 ◇	+4 ◇
B49. I think it is safe to challenge the way things are done in HM Treasury	11	47	25	14	4	58%	+4 ◇	+19 ◇	+9 ◇

All questions by theme

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




	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of HM Treasury	38	45	13			83%	+3 ◇	+27 ◇	+18 ◇
B51. I would recommend HM Treasury as a great place to work	23	44	20	10		67%	+3 ◇	+23 ◇	+12 ◇
B52. I feel a strong personal attachment to HM Treasury	21	39	25	11	4	60%	+5 ◇	+14 ◇	+7 ◇
B53. HM Treasury inspires me to do the best in my job	18	45	24	10		63%	+7 ◇	+20 ◇	+13 ◇
B54. HM Treasury motivates me to help it achieve its objectives	14	44	27	10	4	58%	+7 ◇	+19 ◇	+11 ◇
Taking action									
B55. I believe that SCS in HM Treasury will take action on the results from this survey	11	47	23	13	6	58%	+5 ◇	+15 ◇	+6 ◇
B56. I believe that managers where I work will take action on the results from this survey	14	45	24	11	6	59%	+6 ◇	+5 ◇	0
B57. Where I work, I think effective action has been taken on the results of the last survey	9	30	44	11	6	39%	+5 ◇	+6 ◇	-1

All questions by theme

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	33	57	5			91%	+6 ◇	+3 ◇	+1 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	18	59	16	7		77%	+10 ◇	+9 ◇	+6 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	18	59	15	6		77%	+9 ◇	+12 ◇	+7 ◇
B61. When I talk about HM Treasury I say "we" rather than "they"	33	51	11	4		84%	+8 ◇	+16 ◇	+8 ◇
B62. I have some really good friendships at work	24	47	19	9		71%	+6 ◇	-5 ◇	-8 ◇

Please note these questions were not asked on paper surveys in 2012.

All questions by theme

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%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

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

W01. Overall, how satisfied are you with your life nowadays?	13	21	56	11	66%	+2 ◇	+3 ◇	0
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	18	52	20	72%	+3 ◇	+3 ◇	-1
W03. Overall, how happy did you feel yesterday?	16	21	46	17	63%	+6 ◇	+3 ◇	0
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	18	30	20	32	48%	0	-2 ◇	-5 ◇

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?

			Difference from previous survey	Difference from CS2013	Difference from CS High Performers
I want to leave HM Treasury as soon as possible		9%	+1	+1 ^	-1 ^
I want to leave HM Treasury within the next 12 months		20%	-2	+7 ^	+4 ^
I want to stay working for HM Treasury for at least the next year		44%	+3	+14 ^	+9 ^
I want to stay working for HM Treasury for at least the next three years		26%	-2	-22 ^	-32 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		5	95%	+2 ^	+6 ^	+1 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		43	57%	+2 ^	-8 ^	-13 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in HM Treasury it would be investigated properly?		24	76%	0	+9 ^	+3 ^

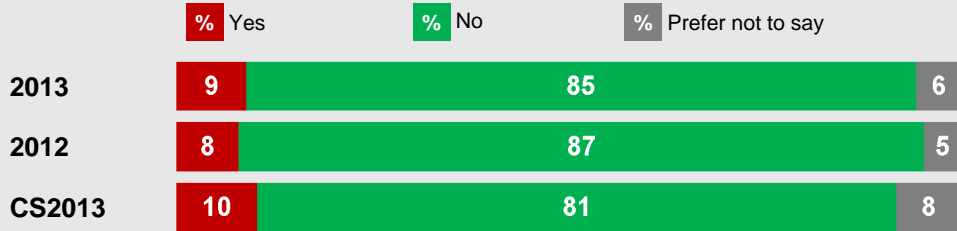
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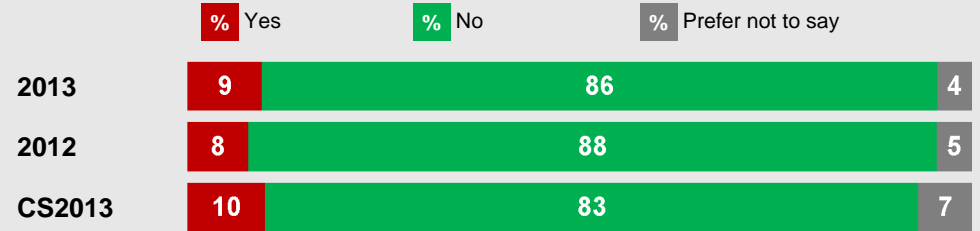
All questions by theme

Discrimination, harassment and bullying

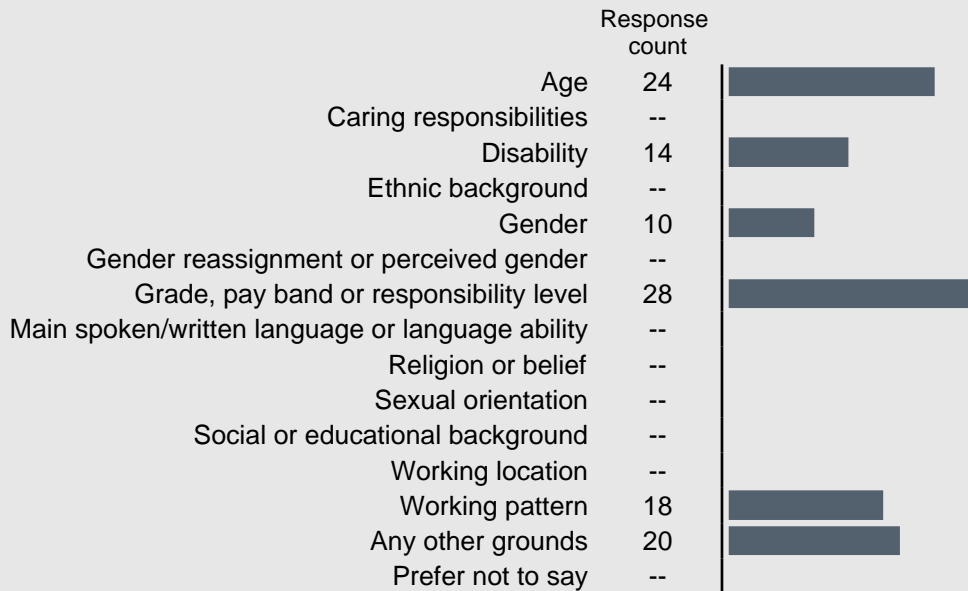
E01. During the past 12 months, have you personally experienced discrimination at work?



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

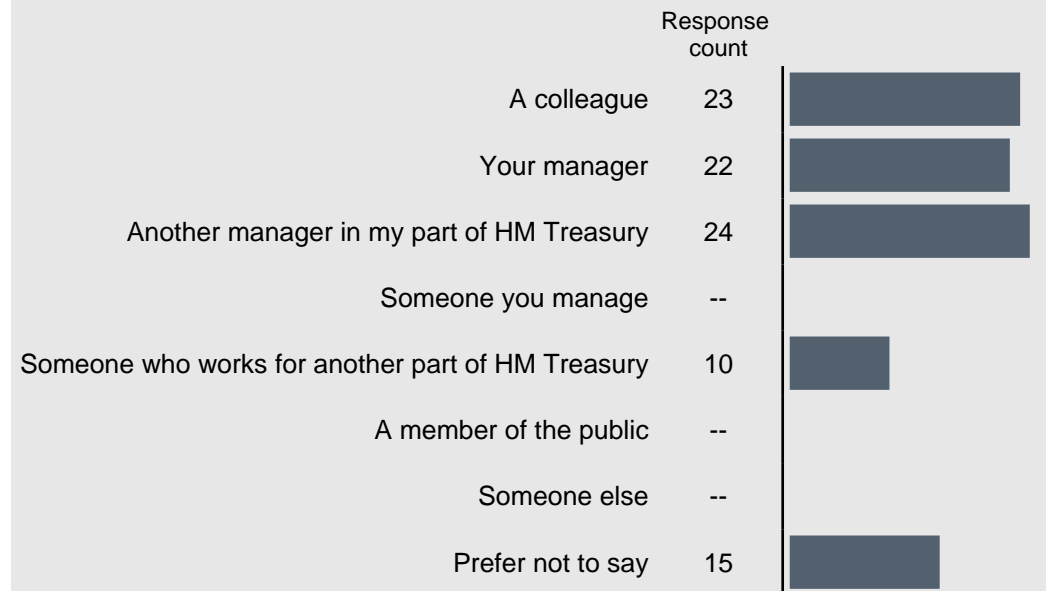


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

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)



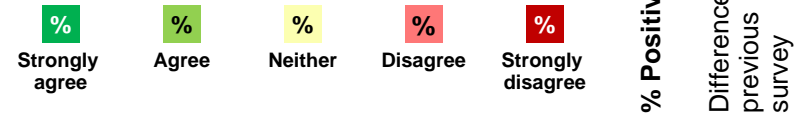
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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HM Treasury questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. The Treasury Executive Management Board (EMB) is good at providing leadership	6	50	35	8		56%	+7 ◇
F02. The Treasury Executive Management Board (EMB) is good at communicating	9	53	27	9		63%	+3 ◇
F03. The department is doing a good job at moving people to where they are most needed	6	40	38	13		46%	+3 ◇
F04. The department is doing a good job of recruiting the right people for our future needs	4	33	39	19	6	36%	+4 ◇
F05. The department is doing a good job of retaining its most talented people		13	28	41	17	14%	+5 ◇
F06. There is good cooperation between my team and teams in other groups that we have dealings with	21	61	14			82%	+5 ◇
F07. My team has the right people with the right skills in the right post	14	56	17	10		70%	+8 ◇
F08. In the department we recognise and reward good performers	6	37	27	21	9	43%	+14 ◇
F09. I believe managers in my organisation are held accountable for the value for money resulting from their decisions	6	37	39	14	4	43%	-

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 2012 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.
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✧

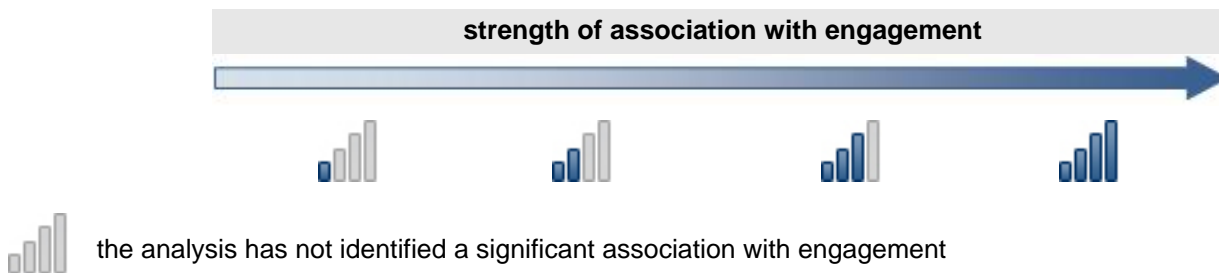
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2013 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the 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.