



Your engagement index

44%

Difference from previous survey

+2 ✧

Difference from CS2013

-14 ✧

Difference from CS High Performers

-18 ✧

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 HMRC	28%	+5 ✧	-28 ✧
B51. I would recommend HMRC as a great place to work	24%	+3 ✧	-21 ✧

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

B52. I feel a strong personal attachment to HMRC	31%	+4 ✧	-14 ✧
--	-----	------	-------

Strive: motivated to do the best for the organisation...

B53. HMRC inspires me to do the best in my job	26%	+5 ✧	-17 ✧
B54. HMRC motivates me to help it achieve its objectives	25%	+5 ✧	-15 ✧

✧ = 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		29%	+5 ✧	-13 ✧	-22 ✧
My work		65%	+8 ✧	-9 ✧	-13 ✧
Pay and benefits		25%	0	-5 ✧	-10 ✧
My manager		66%	+4 ✧	-1 ✧	-4 ✧
Learning and development		45%	+5 ✧	-2 ✧	-9 ✧
Resources and workload		70%	+2 ✧	-4 ✧	-7 ✧
Organisational objectives and purpose		79%	+5 ✧	-3 ✧	-8 ✧
My team		82%	+4 ✧	+3 ✧	+1 ✧
Inclusion and fair treatment		71%	+2 ✧	-3 ✧	-7 ✧




✧ = 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: 			
B49. I think it is safe to challenge the way things are done in HMRC	33%	+4 ◇	-5 ◇
B45. I feel that change is managed well in HMRC	20%	+4 ◇	-8 ◇
B46. When changes are made in HMRC they are usually for the better	17%	+3 ◇	-10 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	25%	+6 ◇	-11 ◇
B42. I believe the actions of senior managers are consistent with HMRC's values	32%	+5 ◇	-11 ◇
B41. Senior managers in HMRC are sufficiently visible	38%	+5 ◇	-13 ◇
B43. I believe that ExCom has a clear vision for the future of HMRC	28%	+5 ◇	-13 ◇
B47. HMRC keeps me informed about matters that affect me	45%	+5 ◇	-13 ◇
B44. Overall, I have confidence in the decisions made by HMRC's senior managers	23%	+5 ◇	-17 ◇
B40. I feel that HMRC as a whole is managed well	26%	+5 ◇	-17 ◇
My work Strength of association with engagement: 			
B02. I am sufficiently challenged by my work	75%	+9 ◇	-3 ◇
B01. I am interested in my work	82%	+5 ◇	-7 ◇
B04. I feel involved in the decisions that affect my work	46%	+10 ◇	-8 ◇
B03. My work gives me a sense of personal accomplishment	66%	+9 ◇	-9 ◇
B05. I have a choice in deciding how I do my work	55%	+8 ◇	-18 ◇
Pay and benefits Strength of association with engagement: 			
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	23%	0	-2 ◇
B37. I feel that my pay adequately reflects my performance	25%	+1 ◇	-4 ◇
B38. I am satisfied with the total benefits package	26%	0	-7 ◇

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


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

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	31	51	10	6		82%	+5 ◇	-7 ◇	-10 ◇
B02. I am sufficiently challenged by my work	29	46	11	10	4	75%	+9 ◇	-3 ◇	-6 ◇
B03. My work gives me a sense of personal accomplishment	20	46	16	13	5	66%	+9 ◇	-9 ◇	-13 ◇
B04. I feel involved in the decisions that affect my work	10	35	19	23	12	46%	+10 ◇	-8 ◇	-15 ◇
B05. I have a choice in deciding how I do my work	14	40	16	19	11	55%	+8 ◇	-18 ◇	-22 ◇

Organisational objectives and purpose

 :Strength of association with engagement

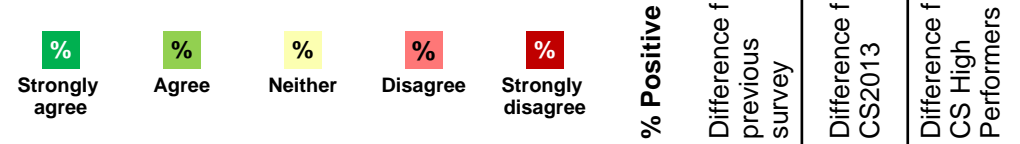
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B06. I have a clear understanding of HMRC's purpose	20	60	12	5		80%	+5 ◇	-5 ◇	-9 ◇
B07. I have a clear understanding of HMRC's objectives	19	59	14	6		77%	+5 ◇	-2 ◇	-8 ◇
B08. I understand how my work contributes to HMRC's objectives	21	59	12	5		80%	+6 ◇	-2 ◇	-6 ◇

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 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	18	46	19	12	5	65%	+5 ◇	-1 ◇	-5 ◇
B10. My manager is considerate of my life outside work	29	47	15	6		76%	+1 ◇	-4 ◇	-8 ◇
B11. My manager is open to my ideas	26	51	14	6		77%	+4 ◇	-2 ◇	-6 ◇
B12. My manager helps me to understand how I contribute to HMRC's objectives	16	48	23	9		65%	+8 ◇	+3 ◇	-2 ◇
B13. Overall, I have confidence in the decisions made by my manager	22	46	18	9	5	68%	+3 ◇	-3 ◇	-8 ◇
B14. My manager recognises when I have done my job well	26	51	13	7		77%	+3 ◇	0	-3 ◇
B15. I receive regular feedback on my performance	20	50	15	12	4	70%	+7 ◇	+6 ◇	+2 ◇
B16. The feedback I receive helps me to improve my performance	17	44	23	11	4	62%	+7 ◇	+2 ◇	-3 ◇
B17. I think that my performance is evaluated fairly	15	46	21	12	6	61%	+1 ◇	-2 ◇	-6 ◇
B18. Poor performance is dealt with effectively in my team	9	32	36	14	8	42%	+5 ◇	+3 ◇	0

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	34	51	9	4		86%	+2 ◇	+2 ◇	0
B20. The people in my team work together to find ways to improve the service we provide	32	51	11	5		83%	+4 ◇	+3 ◇	+1 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	27	50	15	6		77%	+7 ◇	+4 ◇	0 ◇

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

% 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	10	52	20	14	4	62%	+4 ◇	+1 ◇	-3 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	37	30	18	6	46%	+7 ◇	-2 ◇	-8 ◇
B24. There are opportunities for me to develop my career in HMRC	7	33	26	21	13	40%	+4 ◇	+2 ◇	-7 ◇
B25. Learning and development activities I have completed while working for HMRC are helping me to develop my career	7	27	31	23	11	34%	+5 ◇	-8 ◇	-14 ◇

Inclusion and fair treatment

: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
B26. I am treated fairly at work	18	57	14	7	4	75%	+1 ◇	-3 ◇	-6 ◇
B27. I am treated with respect by the people I work with	24	61	10			85%	+1 ◇	+1 ◇	-1 ◇
B28. I feel valued for the work I do	13	41	21	17	8	54%	+6 ◇	-9 ◇	-14 ◇
B29. I think that HMRC respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	17	51	19	8	5	69%	+1 ◇	-4 ◇	-9 ◇

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

% 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	20	64	9	5	84%	+1 ◇	0	-3 ◇	
B31. I get the information I need to do my job well	10	51	20	15	4	61%	+6 ◇	-8 ◇	-12 ◇
B32. I have clear work objectives	15	61	15	8	75%	+4 ◇	0	-5 ◇	
B33. I have the skills I need to do my job effectively	19	61	12	6	80%	+2 ◇	-8 ◇	-10 ◇	
B34. I have the tools I need to do my job effectively	11	52	17	15	6	62%	+3 ◇	-9 ◇	-13 ◇
B35. I have an acceptable workload	8	52	18	16	7	60%	-2 ◇	0	-6 ◇
B36. I achieve a good balance between my work life and my private life	14	54	16	11	5	68%	-3 ◇	0	-5 ◇

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	22	17	33	26	25%	+1 ◇	-4 ◇	-10 ◇	
B38. I am satisfied with the total benefits package	23	23	29	22	26%	0	-7 ◇	-12 ◇	
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	20	19	31	27	23%	0	-2 ◇	-8 ◇	

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



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 HMRC as a whole is managed well	24	25	30	20	26%	+5 ◇	-17 ◇	-31 ◇	
B41. Senior managers in HMRC are sufficiently visible	5	34	23	24	15	38%	+5 ◇	-13 ◇	-23 ◇
B42. I believe the actions of senior managers are consistent with HMRC's values	4	29	35	19	14	32%	+5 ◇	-11 ◇	-23 ◇
B43. I believe that ExCom has a clear vision for the future of HMRC	25	41	16	14	28%	+5 ◇	-13 ◇	-27 ◇	
B44. Overall, I have confidence in the decisions made by HMRC's senior managers	21	30	26	21	23%	+5 ◇	-17 ◇	-27 ◇	
B45. I feel that change is managed well in HMRC	18	23	36	21	20%	+4 ◇	-8 ◇	-19 ◇	
B46. When changes are made in HMRC they are usually for the better	16	28	34	20	17%	+3 ◇	-10 ◇	-18 ◇	
B47. HMRC keeps me informed about matters that affect me	41	28	18	10	45%	+5 ◇	-13 ◇	-20 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	23	24	32	19	25%	+6 ◇	-11 ◇	-18 ◇	
B49. I think it is safe to challenge the way things are done in HMRC	4	29	25	25	17	33%	+4 ◇	-5 ◇	-15 ◇

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

	% 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 HMRC	5	23	32	25	15	28%	+5 ◇	-28 ◇	-37 ◇
B51. I would recommend HMRC as a great place to work	4	20	31	27	18	24%	+3 ◇	-21 ◇	-32 ◇
B52. I feel a strong personal attachment to HMRC	7	25	29	24	15	31%	+4 ◇	-14 ◇	-21 ◇
B53. HMRC inspires me to do the best in my job	4	22	35	25	14	26%	+5 ◇	-17 ◇	-24 ◇
B54. HMRC motivates me to help it achieve its objectives	4	21	34	26	15	25%	+5 ◇	-15 ◇	-22 ◇
Taking action									
B55. I believe that senior managers in HMRC will take action on the results from this survey	5	26	24	24	20	31%	+3 ◇	-12 ◇	-21 ◇
B56. I believe that managers where I work will take action on the results from this survey	9	35	24	18	14	44%	+6 ◇	-9 ◇	-15 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	6	22	34	22	17	27%	+4 ◇	-6 ◇	-12 ◇

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

	% 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	22	61	9	5	83%	+3 ◇	-5 ◇	-7 ◇	
B59. I believe I would be supported if I try a new idea, even if it may not work	13	48	23	12	4	61%	+9 ◇	-7 ◇	-10 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	9	43	25	16	8	52%	+5 ◇	-13 ◇	-18 ◇
B61. When I talk about HMRC I say "we" rather than "they"	11	41	25	15	7	52%	+5 ◇	-15 ◇	-24 ◇
B62. I have some really good friendships at work	29	50	15	4	79%	+2 ◇	+3 ◇	0	

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

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

%	%	%	%	% 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?	18	22	44	15	59%	+3 ◇	-4 ◇	-7 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	19	45	23	68%	+3 ◇	-1 ◇	-5 ◇
W03. Overall, how happy did you feel yesterday?	22	21	37	20	57%	+2 ◇	-3 ◇	-6 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	25	25	19	31	50%	-2 ◇	0	-3 ◇

All questions by theme

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 CS2013	Difference from CS High Performers
I want to leave HMRC as soon as possible		12%	0	+4 ◇	+2 ◇
I want to leave HMRC within the next 12 months		9%	+1 ◇	-4 ◇	-7 ◇
I want to stay working for HMRC for at least the next year		18%	+1 ◇	-12 ◇	-17 ◇
I want to stay working for HMRC for at least the next three years		60%	-2 ◇	+12 ◇	+2 ◇

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?		6	94%	+5 ◇	+5 ◇	+1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		31	69%	+4 ◇	+5 ◇	-1 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in HMRC it would be investigated properly?		37	63%	+4 ◇	-4 ◇	-10 ◇

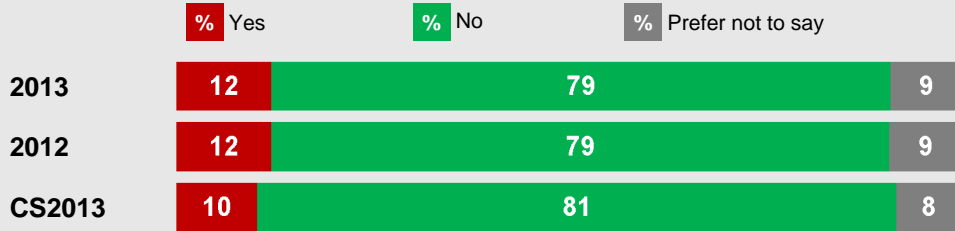
^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

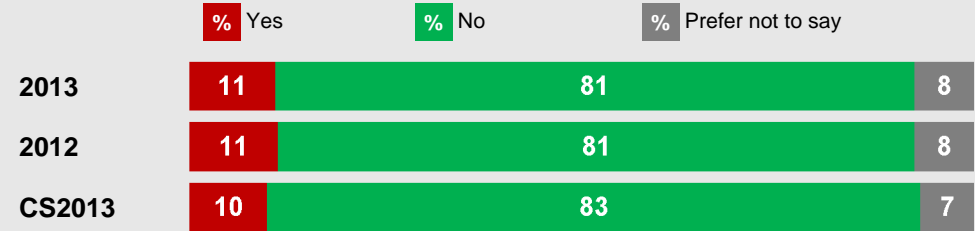
All questions by theme

Discrimination, harassment and bullying

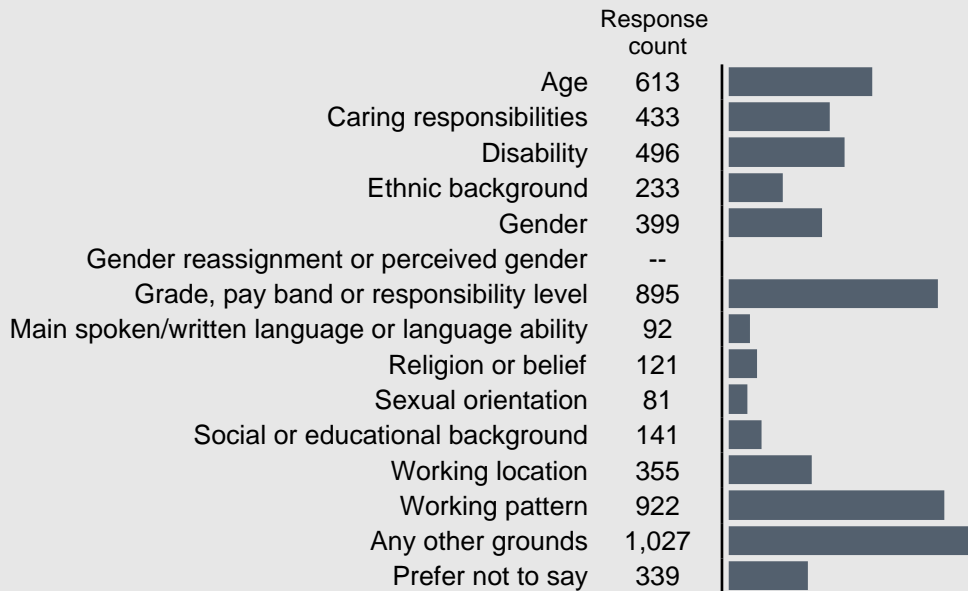
E01. During the past 12 months, have you personally experienced discrimination at work?



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

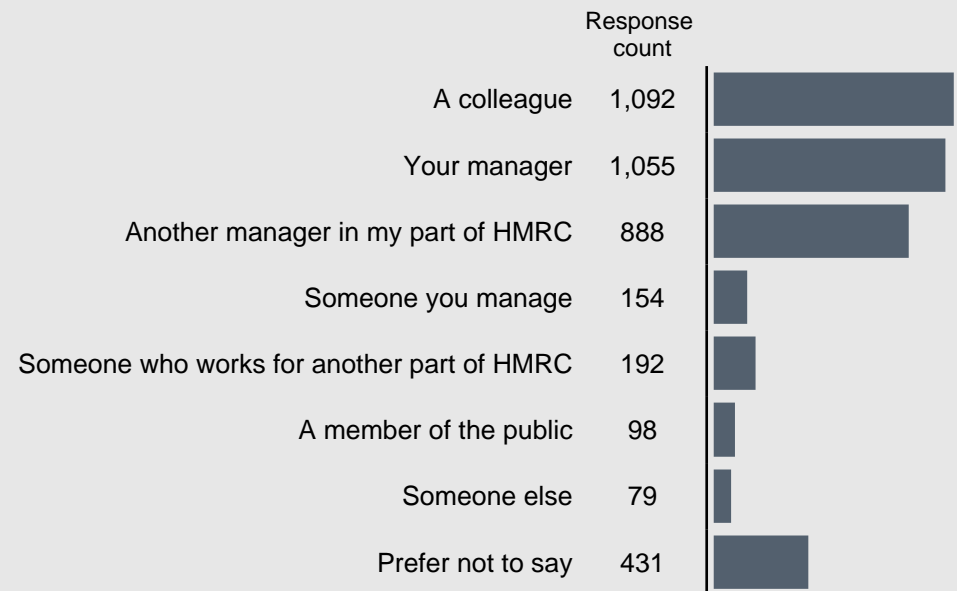


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



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: ✦

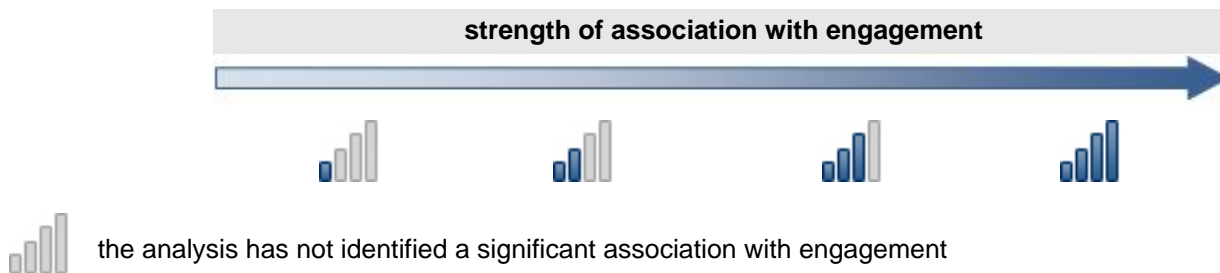
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.