



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 CS2014	Difference from CS High Performers
Leadership and Managing Change		28%	-1 ✧	-15 ✧	-22 ✧
My work		64%	-1 ✧	-12 ✧	-15 ✧
My manager		64%	-2 ✧	-4 ✧	-7 ✧
Pay and benefits		20%	-5 ✧	-8 ✧	-15 ✧
Learning and development		46%	+1 ✧	-3 ✧	-9 ✧
Resources and workload		66%	-4 ✧	-8 ✧	-11 ✧
Organisational objectives and purpose		78%	-2 ✧	-5 ✧	-10 ✧
My team		81%	-1 ✧	+2 ✧	-2 ✧
Inclusion and fair treatment		69%	-2 ✧	-7 ✧	-10 ✧



Strength of association with engagement

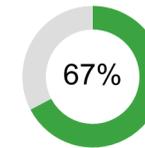


Statistically significant difference from comparison

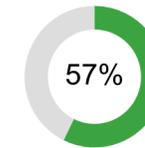
Wellbeing



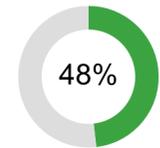
Overall, how satisfied are you with your life nowadays?



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

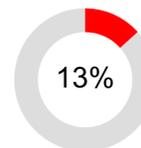


Overall, how happy did you feel yesterday?

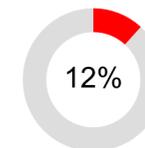


No or low anxiety yesterday

Discrimination, bullying and harassment

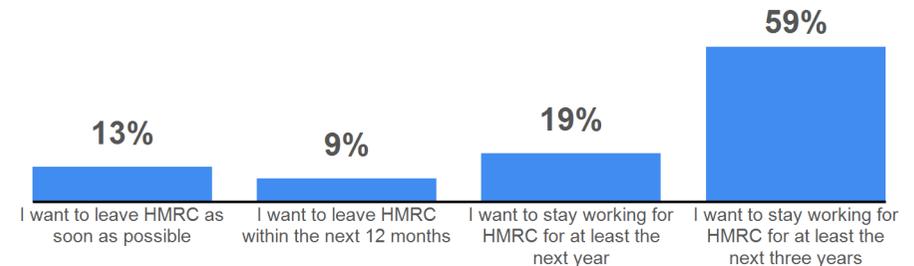


During the past 12 months have you personally experienced discrimination at work?



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

64% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	28	52	11	6	6	81%	-1 ◆	-9 ◆	-12 ◆
B02 I am sufficiently challenged by my work	29	46	12	10	5	75%	0	-4 ◆	-7 ◆
B03 My work gives me a sense of personal accomplishment	19	45	17	13	6	64%	-2 ◆	-11 ◆	-14 ◆
B04 I feel involved in the decisions that affect my work	10	34	19	24	13	43%	-2 ◆	-13 ◆	-19 ◆
B05 I have a choice in deciding how I do my work	14	41	16	18	11	55%	+1 ◆	-19 ◆	-24 ◆

Organisational objectives and purpose

78% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of HMRC's purpose	20	58	13	6	5	79%	-2 ◆	-7 ◆	-12 ◆
B07 I have a clear understanding of HMRC's objectives	18	57	15	7	7	76%	-2 ◆	-5 ◆	-10 ◆
B08 I understand how my work contributes to HMRC's objectives	20	59	13	6	5	79%	-1 ◆	-5 ◆	-9 ◆



All questions by theme

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My manager

64% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	18	45	19	12	6	63%	-2 ◆	-5 ◆	-9 ◆
B10 My manager is considerate of my life outside work	28	47	15	6	6	75%	-1 ◆	-6 ◆	-10 ◆
B11 My manager is open to my ideas	25	51	16	6	6	75%	-2 ◆	-5 ◆	-9 ◆
B12 My manager helps me to understand how I contribute to HMRC's objectives	15	46	25	10	6	61%	-3 ◆	-3 ◆	-8 ◆
B13 Overall, I have confidence in the decisions made by my manager	21	45	19	10	5	66%	-2 ◆	-7 ◆	-11 ◆
B14 My manager recognises when I have done my job well	24	51	14	8	6	75%	-2 ◆	-2 ◆	-6 ◆
B15 I receive regular feedback on my performance	19	50	15	12	6	69%	-1 ◆	+3 ◆	0
B16 The feedback I receive helps me to improve my performance	16	43	24	13	5	59%	-3 ◆	-2 ◆	-7 ◆
B17 I think that my performance is evaluated fairly	14	43	21	14	8	57%	-4 ◆	-6 ◆	-10 ◆
B18 Poor performance is dealt with effectively in my team	8	31	37	15	9	39%	-2 ◆	0	-4 ◆

My team

81% -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 CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	33	52	9	6	6	85%	-1 ◆	+1 ◆	-1 ◆
B20 The people in my team work together to find ways to improve the service we provide	30	52	11	5	6	82%	-1 ◆	+2 ◆	-1 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	26	49	16	7	6	75%	-2 ◆	+1 ◆	-3 ◆



All questions by theme

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Learning and development

46% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	9	51	20	15	5	61%	-1 ◆	-2 ◆	-6 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	38	28	19	6	47%	+1 ◆	-4 ◆	-9 ◆
B24	There are opportunities for me to develop my career in HMRC	8	35	25	20	12	42%	+2 ◆	0	-7 ◆
B25	Learning and development activities I have completed while working for HMRC are helping me to develop my career	7	28	31	23	11	35%	0	-9 ◆	-15 ◆

Inclusion and fair treatment

69% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	17	57	14	8	5	73%	-2 ◆	-6 ◆	-9 ◆
B27	I am treated with respect by the people I work with	22	62	10	5	1	84%	-1 ◆	0	-2 ◆
B28	I feel valued for the work I do	12	39	22	18	9	51%	-3 ◆	-14 ◆	-18 ◆
B29	I think that HMRC respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	16	51	20	8	5	66%	-2 ◆	-7 ◆	-12 ◆



All questions by theme

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Resources and workload **66%** -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	18	64	10	6	0	81%	-2 ◆	-3 ◆	-5 ◆
B31 I get the information I need to do my job well	9	48	21	17	5	57%	-4 ◆	-13 ◆	-17 ◆
B32 I have clear work objectives	13	59	16	9	1	72%	-3 ◆	-3 ◆	-7 ◆
B33 I have the skills I need to do my job effectively	17	60	13	7	3	77%	-3 ◆	-12 ◆	-14 ◆
B34 I have the tools I need to do my job effectively	9	45	19	20	7	53%	-9 ◆	-18 ◆	-23 ◆
B35 I have an acceptable workload	7	49	19	18	8	55%	-5 ◆	-4 ◆	-11 ◆
B36 I achieve a good balance between my work life and my private life	12	53	18	12	5	65%	-3 ◆	-1 ◆	-9 ◆

Pay and benefits

20% -5

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	18	14	34	32	2	20%	-5 ◆	-9 ◆	-16 ◆
B38 I am satisfied with the total benefits package	19	21	31	26	3	21%	-4 ◆	-11 ◆	-19 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	16	17	33	33	3	18%	-5 ◆	-6 ◆	-13 ◆



All questions by theme

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Leadership and
Managing Change

28% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40 I feel that HMRC as a whole is managed well	23	25	30	20	24%	-1 ◆	-21 ◆	-32 ◆	
B41 Senior managers in HMRC are sufficiently visible	5	33	23	24	16	37%	-1 ◆	-16 ◆	-26 ◆
B42 I believe the actions of senior managers are consistent with HMRC's values	28	35	20	14	31%	-1 ◆	-16 ◆	-25 ◆	
B43 I believe that ExCom has a clear vision for the future of HMRC	28	38	16	14	32%	+4 ◆	-12 ◆	-21 ◆	
B44 Overall, I have confidence in the decisions made by HMRC's senior managers	20	29	27	21	22%	-1 ◆	-21 ◆	-29 ◆	
B45 I feel that change is managed well in HMRC	18	22	37	22	19%	-1 ◆	-12 ◆	-19 ◆	
B46 When changes are made in HMRC they are usually for the better	17	28	34	20	18%	+1 ◆	-11 ◆	-19 ◆	
B47 HMRC keeps me informed about matters that affect me	39	28	20	11	42%	-3 ◆	-16 ◆	-22 ◆	
B48 I have the opportunity to contribute my views before decisions are made that affect me	22	24	32	20	24%	-2 ◆	-12 ◆	-19 ◆	
B49 I think it is safe to challenge the way things are done in HMRC	27	25	26	19	30%	-3 ◆	-11 ◆	-18 ◆	



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of HMRC	5	22	32	25	16	27%	-1 ◆	-32 ◆	-39 ◆
B51 I would recommend HMRC as a great place to work		19	30	28	19	23%	-1 ◆	-26 ◆	-37 ◆
B52 I feel a strong personal attachment to HMRC	7	25	28	25	16	31%	0	-16 ◆	-23 ◆
B53 HMRC inspires me to do the best in my job		21	35	26	15	25%	-1 ◆	-20 ◆	-26 ◆
B54 HMRC motivates me to help it achieve its objectives		20	34	26	16	24%	-1 ◆	-19 ◆	-25 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that senior managers in HMRC will take action on the results from this survey		25	24	25	22	29%	-2 ◆	-16 ◆	-24 ◆
B56 I believe that managers where I work will take action on the results from this survey	8	34	24	19	15	42%	-2 ◆	-14 ◆	-19 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	5	20	34	23	18	25%	-2 ◆	-10 ◆	-15 ◆



All questions by theme

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Organisational Culture

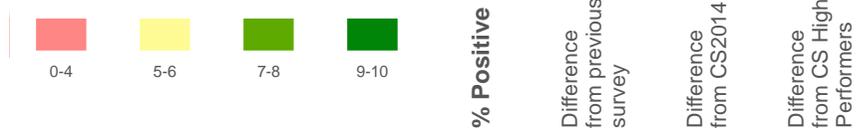
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	21	62	10	6		82%	-1 ◇	-6 ◇	-8 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	12	46	24	13		59%	-2 ◇	-10 ◇	-14 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	9	42	24	16	8	51%	-1 ◇	-14 ◇	-19 ◇
B61 When I talk about HMRC I say "we" rather than "they"	11	41	25	16	8	52%	0	-17 ◇	-26 ◇
B62 I have some really good friendships at work	29	50	15	5		79%	0	+3 ◇	0 ◇



All questions by theme

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Wellbeing



Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	17	23	46	14	60%	+1 ◆	-4 ◆	-6 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	21	46	21	67%	0	-2 ◆	-5 ◆
W03 Overall, how happy did you feel yesterday?	20	22	38	19	57%	0	-3 ◆	-6 ◆
W04 Overall, how anxious did you feel yesterday?	22	26	20	31	48%	-1 ◆	-2 ◆	-4 ◆



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 CS2014	Difference from CS High Performers
I want to leave HMRC as soon as possible		13%	+1 ◇	+6 ◇	+3 ◇
I want to leave HMRC within the next 12 months		9%	0	-5 ◇	-9 ◇
I want to stay working for HMRC for at least the next year		19%	0	-13 ◇	-19 ◇
I want to stay working for HMRC for at least the next three years		59%	-1 ◇	+13 ◇	+5 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		6	94%	0	+5 ◇	+1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		31	69%	+1 ◇	+5 ◇	-2 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in HMRC it would be investigated properly?		39	61%	-2 ◇	-8 ◇	-13 ◇

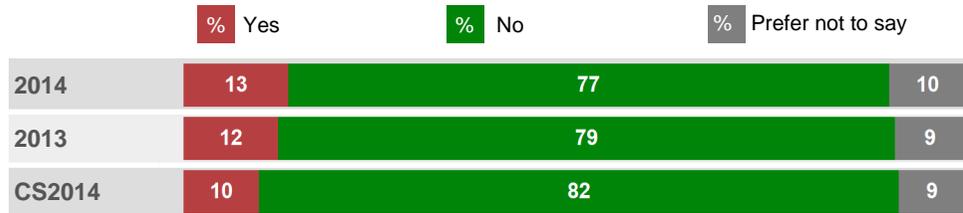


All questions by theme

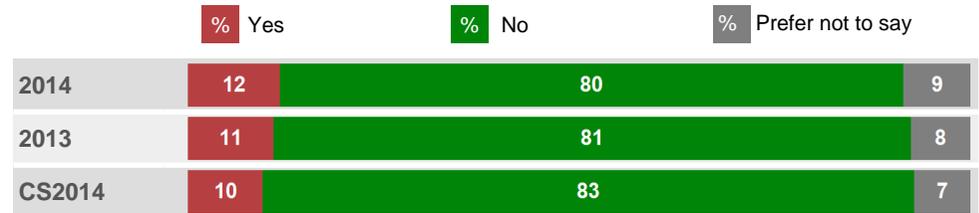
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Discrimination, harassment and bullying

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



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)

Ground	Response Count
Age	782
Caring responsibilities	579
Disability	754
Ethnic background	324
Gender	499
Gender reassignment or perceived gender	15
Grade, pay band or responsibility level	1,144
Main spoken/written language or language ability	146
Religion or belief	152
Sexual orientation	109
Social or educational background	197
Working location	508
Working pattern	1,198
Any other grounds	1,251
Prefer not to say	410

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	1,175
Your manager	1,399
Another manager in my part of HMRC	1,139
Someone you manage	193
Someone who works for another part of HMRC	279
A member of the public	114
Someone else	85
Prefer not to say	584



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 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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 2014 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.