



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.





Strength of association with engagement



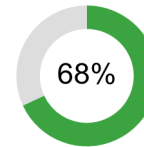
Statistically significant difference from comparison

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.

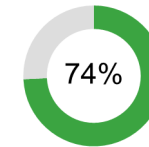
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		60%	+1	+17 ✧	+10 ✧
My work		83%	+1	+7 ✧	+4 ✧
My manager		73%	+2 ✧	+5 ✧	+2 ✧
Pay and benefits		20%	+1 ✧	-8 ✧	-15 ✧
Organisational objectives and purpose		88%	-2 ✧	+5 ✧	0
Learning and development		55%	0	+5 ✧	0
Inclusion and fair treatment		82%	+5 ✧	+7 ✧	+3 ✧
Resources and workload		75%	-1	+1 ✧	-2 ✧
My team		85%	+1	+5 ✧	+2 ✧

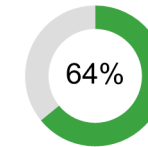
Wellbeing



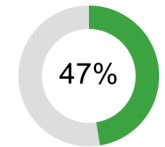
Overall, how satisfied are you with your life nowadays?



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

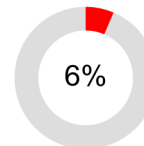


Overall, how happy did you feel yesterday?

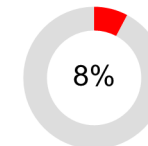


No or low anxiety yesterday

Discrimination, bullying and harassment

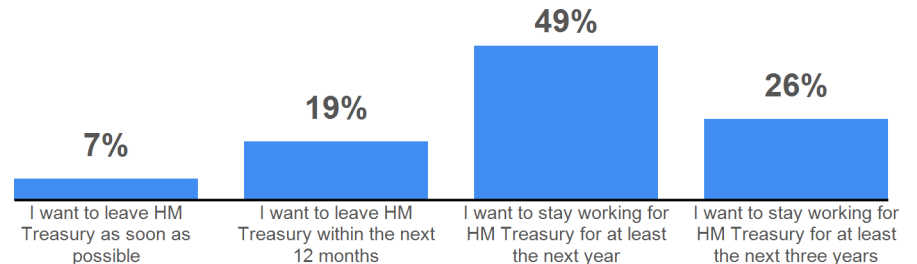


During the past 12 months have you personally experienced discrimination at work?



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

83% +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	49	45	0	0	0	94%	+1	+5 ◆	+2 ◆
B02 I am sufficiently challenged by my work	44	41	8	6	0	84%	+1 ◆	+5 ◆	+2 ◆
B03 My work gives me a sense of personal accomplishment	31	51	10	5	0	83%	+1	+7 ◆	+4 ◆
B04 I feel involved in the decisions that affect my work	21	48	18	11	0	69%	-1	+12 ◆	+7 ◆
B05 I have a choice in deciding how I do my work	32	51	11	0	0	84%	+2 ◆	+9 ◆	+4 ◆

Organisational objectives and purpose

88% -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 the Treasury's purpose	43	48	7	0	0	91%	-3 ◆	+5 ◆	0
B07 I have a clear understanding of the Treasury's objectives	35	51	10	0	0	86%	-3 ◆	+5 ◆	0
B08 I understand how my work contributes to the Treasury's objectives	37	50	9	0	0	87%	-1 ◆	+3 ◆	-1 ◆



All questions by theme

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My manager

73% +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	28	50	13	8		78%	+4 ◇	+10 ◇	+6 ◇
B10 My manager is considerate of my life outside work	46	41	9			86%	+2 ◇	+5 ◇	+1
B11 My manager is open to my ideas	42	46	7			88%	+3 ◇	+9 ◇	+4 ◇
B12 My manager helps me to understand how I contribute to the Treasury's objectives	20	48	22	7		69%	+1 ◇	+4 ◇	0
B13 Overall, I have confidence in the decisions made by my manager	37	46	11	5		82%	+1	+9 ◇	+5 ◇
B14 My manager recognises when I have done my job well	35	49	11			84%	+1 ◇	+7 ◇	+3 ◇
B15 I receive regular feedback on my performance	22	46	17	13		67%	+3 ◇	+2 ◇	-2 ◇
B16 The feedback I receive helps me to improve my performance	22	45	22	10		66%	0	+5 ◇	+1
B17 I think that my performance is evaluated fairly	18	47	23	9		65%	0	+2 ◇	-2 ◇
B18 Poor performance is dealt with effectively in my team	7	35	44	10		42%	+5 ◇	+3 ◇	-1

My team

85% +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	41	46	8			87%	+1	+4 ◇	+1 ◇
B20 The people in my team work together to find ways to improve the service we provide	35	50	10			86%	+2 ◇	+5 ◇	+3 ◇
B21 The people in my team are encouraged to come up with new and better ways of doing things	32	49	13	5		81%	0	+7 ◇	+3 ◇



All questions by theme

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Learning and development

55% 0

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	11	51	22	13	8	62%	+1	0	-5 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	40	32	13	8	52%	-1	+1	-5 ◆
B24	There are opportunities for me to develop my career in HM Treasury	15	41	21	15	8	55%	+2 ◆	+14 ◆	+7 ◆
B25	Learning and development activities I have completed while working for HM Treasury are helping me to develop my career	11	39	30	14	6	50%	0	+7 ◆	+1 ◆

Inclusion and fair treatment

82% +5

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	34	54	8	1	1	87%	+4 ◆	+8 ◆	+5 ◆
B27	I am treated with respect by the people I work with	40	51	6	1	1	92%	+4 ◆	+7 ◆	+5 ◆
B28	I feel valued for the work I do	25	51	14	7	3	76%	+5 ◆	+11 ◆	+6 ◆
B29	I think that HM Treasury respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	24	49	15	9	3	73%	+5 ◆	-1	-5 ◆



All questions by theme

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Resources and workload **75%** -1
Difference from previous survey



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	24	61	8	6		85%	-1	+1 ◆	-2 ◆
B31 I get the information I need to do my job well	17	59	14	9		76%	-2 ◆	+6 ◆	+2 ◆
B32 I have clear work objectives	22	57	14	6		79%	-1	+3 ◆	0
B33 I have the skills I need to do my job effectively	26	63	8			89%	0	0	-2 ◆
B34 I have the tools I need to do my job effectively	18	60	13	7		78%	-2 ◆	+7 ◆	+3 ◆
B35 I have an acceptable workload	11	48	17	17	7	59%	-2 ◆	0	-7 ◆
B36 I achieve a good balance between my work life and my private life	16	45	16	16	7	61%	-1	-5 ◆	-13 ◆

Pay and benefits **20%** +1
Difference from previous survey



B37 I feel that my pay adequately reflects my performance	19	18	31	29		22%	+1	-7 ◆	-14 ◆
B38 I am satisfied with the total benefits package	23	22	29	24		25%	+4 ◆	-7 ◆	-15 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	12	13	33	41		13%	0	-11 ◆	-18 ◆



All questions by theme

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Leadership and Managing Change

60% +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 HM Treasury as a whole is managed well	12	60	18	7	7	72%	+5 ◇	+27 ◇	+16 ◇
B41 SCS in HM Treasury are sufficiently visible	20	54	16	7	7	74%	-1	+21 ◇	+11 ◇
B42 I believe the actions of SCS are consistent with the Treasury's values	15	50	27	6	6	65%	+2 ◇	+18 ◇	+9 ◇
B43 I believe that the Executive Management Board has a clear vision for the future of HM Treasury	11	47	34	7	7	58%	+3 ◇	+13 ◇	+5 ◇
B44 Overall, I have confidence in the decisions made by the Treasury's SCS	14	55	23	6	6	68%	+4 ◇	+25 ◇	+17 ◇
B45 I feel that change is managed well in HM Treasury	5	43	31	16	6	47%	0	+16 ◇	+9 ◇
B46 When changes are made in HM Treasury they are usually for the better	5	38	41	13	6	43%	+3 ◇	+13 ◇	+6 ◇
B47 HM Treasury keeps me informed about matters that affect me	12	58	20	7	7	70%	0	+12 ◇	+6 ◇
B48 I have the opportunity to contribute my views before decisions are made that affect me	7	36	31	20	6	43%	-5 ◇	+8 ◇	0
B49 I think it is safe to challenge the way things are done in HM Treasury	11	48	25	12	6	58%	+1	+17 ◇	+10 ◇



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 HM Treasury	44	41	12	1	1	84%	+2 ◇	+26 ◇	+19 ◇
B51 I would recommend HM Treasury as a great place to work	30	42	17	7	4	73%	+5 ◇	+24 ◇	+13 ◇
B52 I feel a strong personal attachment to HM Treasury	24	38	24	10	6	62%	+2 ◇	+14 ◇	+8 ◇
B53 HM Treasury inspires me to do the best in my job	20	44	24	8	4	64%	+1	+19 ◇	+13 ◇
B54 HM Treasury motivates me to help it achieve its objectives	18	43	28	8	3	60%	+2 ◇	+17 ◇	+11 ◇

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 SCS in HM Treasury will take action on the results from this survey	13	46	23	12	6	59%	+1	+14 ◇	+6 ◇
B56 I believe that managers where I work will take action on the results from this survey	15	47	22	11	5	62%	+4 ◇	+7 ◇	+1 ◇
B57 Where I work, I think effective action has been taken on the results of the last survey	10	29	45	10	6	39%	0	+4 ◇	-1 ◇



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	34	58	5			92%	+1	+3 ◇	+1 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	19	56	16	8		76%	-1	+7 ◇	+3 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	20	56	17	5		76%	-1	+11 ◇	+6 ◇
B61 When I talk about HM Treasury I say "we" rather than "they"	33	47	13	5		81%	-3 ◇	+12 ◇	+2 ◇
B62 I have some really good friendships at work	24	47	20	9		70%	-1	-5 ◇	-9 ◇



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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.

W01 Overall, how satisfied are you with your life nowadays?	9	23	56	12	68%	+2 ◆	+4 ◆	+2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	19	57	18	74%	+3 ◆	+5 ◆	+2 ◆
W03 Overall, how happy did you feel yesterday?	13	23	48	16	64%	+1	+4 ◆	+1
W04 Overall, how anxious did you feel yesterday?	15	32	20	32	47%	0	-3 ◆	-5 ◆





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 HM Treasury?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave HM Treasury as soon as possible		7%	-3 ◇	-1	-3 ◇
I want to leave HM Treasury within the next 12 months		19%	-2	+5 ◇	+1 ◇
I want to stay working for HM Treasury for at least the next year		49%	+5 ◇	+18 ◇	+11 ◇
I want to stay working for HM Treasury for at least the next three years		26%	0	-21 ◇	-28 ◇

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?		5	95%	0	+5 ◇	+1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		41	59%	+2 ◇	-5 ◇	-12 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in HM Treasury it would be investigated properly?		22	78%	+2 ◇	+10 ◇	+5 ◇

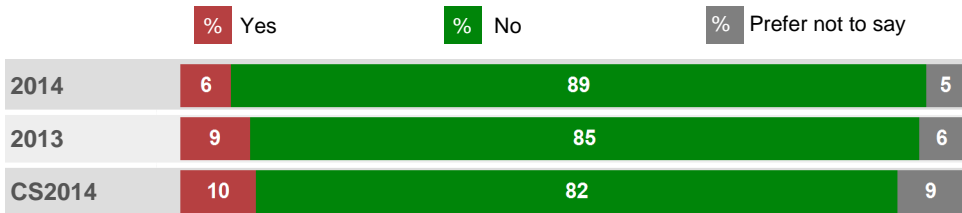


All questions by theme

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Discrimination, harassment and bullying

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



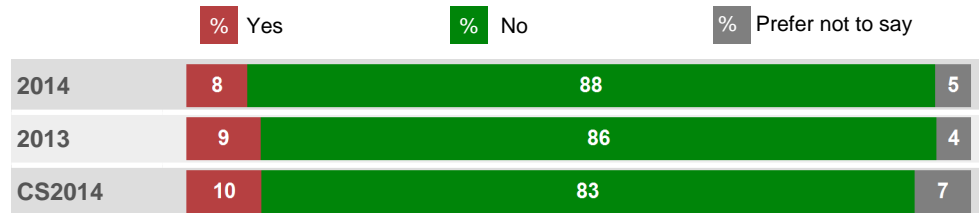
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	11
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	21
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	17
Any other grounds	14
Prefer not to say	--

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

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	17
Your manager	18
Another manager in my part of HM Treasury	17
Someone you manage	--
Someone who works for another part of HM Treasury	13
A member of the public	--
Someone else	--
Prefer not to say	11

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



All questions by theme

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HM Treasury questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	The Treasury Executive Management Board (EMB) is good at providing leadership	7	52	33	6		59%	+3 ◆
F02	The Treasury Executive Management Board (EMB) is good at communicating	11	57	23	7		68%	+6 ◆
F03	The department is doing a good job at moving people to where they are most needed	9	40	37	11		49%	+3 ◆
F04	The department is doing a good job of recruiting the right people for our future needs	5	35	37	19		39%	+3 ◆
F05	The department is doing a good job of retaining its most talented people	14	30	36	19		15%	+1
F06	There is good cooperation between my team and teams in other groups that we have dealings with	19	64	12			83%	+2 ◆
F07	My team has the right people with the right skills in the right post	12	56	19	9		69%	-2 ◆
F08	In the department we recognise and reward good performers	5	38	32	16	8	43%	0
F09	I believe managers in my organisation are held accountable for the value for money resulting from their decisions	5	39	39	12	5	44%	+1



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.