



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 CS2016	Difference from CS High Performers
Leadership and managing change		65%	+1	+22 ✧	+12 ✧
My work		83%	-1 ✧	+8 ✧	+5 ✧
Organisational objectives and purpose		89%	0	+6 ✧	+1 ✧
My manager		73%	-3 ✧	+5 ✧	+2 ✧
Learning and development		63%	+3 ✧	+12 ✧	+8 ✧
Inclusion and fair treatment		81%	-2 ✧	+5 ✧	+2 ✧
Resources and workload		77%	0	+4 ✧	+1
My team		85%	-2 ✧	+5 ✧	+2 ✧
Pay and benefits		24%	+2 ✧	-7 ✧	-13 ✧



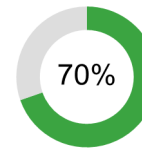
Strength of association with engagement



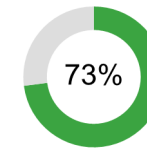
Statistically significant difference from comparison

Wellbeing

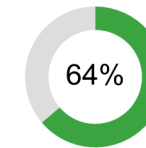
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



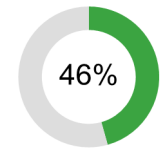
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



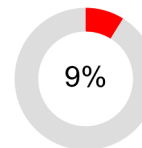
W03. Overall, how happy did you feel yesterday?



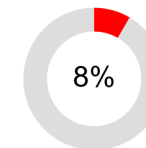
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

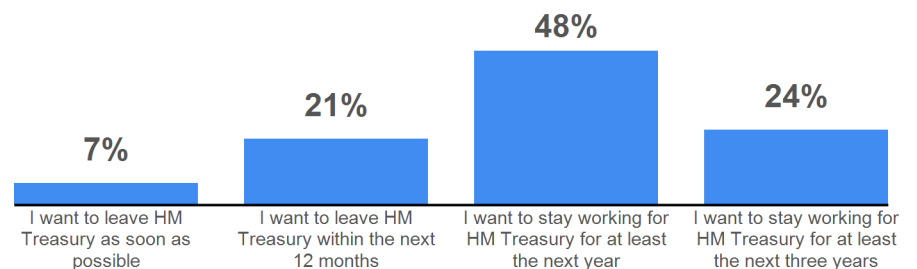


During the past 12 months have you personally experienced discrimination at work?



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 CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	51	43				94%	0	+4 ◆	+3 ◆
B02 I am sufficiently challenged by my work	44	42	6	7		86%	-1 ◆	+6 ◆	+3 ◆
B03 My work gives me a sense of personal accomplishment	33	49	11	6		82%	-1 ◆	+7 ◆	+3 ◆
B04 I feel involved in the decisions that affect my work	22	48	15	12		70%	-3 ◆	+13 ◆	+8 ◆
B05 I have a choice in deciding how I do my work	34	49	11	5		83%	-2 ◆	+9 ◆	+4 ◆

Organisational objectives and purpose

89% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of the Treasury's purpose	44	48	6			93%	-1 ◆	+7 ◆	+2 ◆
B07 I have a clear understanding of the Treasury's objectives	36	50	11			86%	-1 ◆	+6 ◆	+1 ◆
B08 I understand how my work contributes to the Treasury's objectives	38	50	8			88%	+1 ◆	+5 ◆	+1 ◆



All questions by theme

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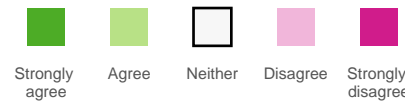
My manager

73% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Table with 10 rows (B09-B18) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2016, Difference from CS High Performers.

My team

85% -2

Difference from previous survey



Strength of association with engagement



Table with 3 rows (B19-B21) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2016, Difference from CS High Performers.



All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

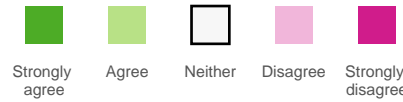
Learning and development

63% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	18	50	19	11	2	68%	+2 ◆	+7 ◆	0
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	19	42	27	9	3	61%	+4 ◆	+10 ◆	+4 ◆
B24	There are opportunities for me to develop my career in HM Treasury	21	44	20	9	5	65%	+5 ◆	+22 ◆	+14 ◆
B25	Learning and development activities I have completed while working for HM Treasury are helping me to develop my career	16	41	29	10	4	57%	+1	+13 ◆	+6 ◆

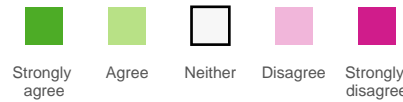
Inclusion and fair treatment

81% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	39	47	8	5	1	86%	-3 ◆	+7 ◆	+4 ◆
B27	I am treated with respect by the people I work with	44	46	5	3	2	90%	-1	+6 ◆	+3 ◆
B28	I feel valued for the work I do	31	44	13	9	3	75%	-2 ◆	+10 ◆	+5 ◆
B29	I think that HM Treasury respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	46	13	11	3	73%	-1 ◆	-1 ◆	-5 ◆



All questions by theme

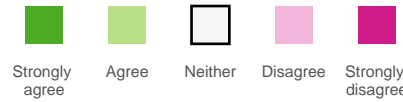
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Resources and workload 77% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Table with 6 columns: Question ID, Question text, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2016, Difference from CS High Performers. Rows include B30 to B36.

Pay and benefits

24% +2

Difference from previous survey



Strength of association with engagement

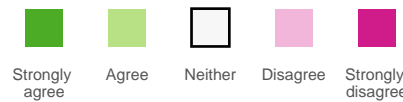


Table with 6 columns: Question ID, Question text, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2016, Difference from CS High Performers. Rows include B37 to B39.



All questions by theme

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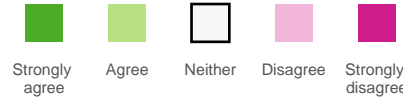
Leadership and managing change

65% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40 I feel that HM Treasury as a whole is managed well	15	59	18	7	7	74%	-3 ◆	+27 ◆	+16 ◆
B41 SCS in HM Treasury are sufficiently visible	23	55	13	7	7	78%	-1 ◆	+23 ◆	+12 ◆
B42 I believe the actions of SCS are consistent with the Treasury's values	20	53	19	6	6	73%	+3 ◆	+24 ◆	+15 ◆
B43 I believe that the Executive Management Board has a clear vision for the future of HM Treasury	12	41	36	9	9	53%	-4 ◆	+10 ◆	-2 ◆
B44 Overall, I have confidence in the decisions made by the Treasury's SCS	17	55	21	7	7	72%	0	+28 ◆	+18 ◆
B45 I feel that change is managed well in HM Treasury	10	51	24	12	12	61%	+7 ◆	+31 ◆	+20 ◆
B46 When changes are made in HM Treasury they are usually for the better	9	44	38	7	7	53%	+5 ◆	+23 ◆	+14 ◆
B47 HM Treasury keeps me informed about matters that affect me	17	58	15	7	7	75%	+1 ◆	+19 ◆	+10 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	9	37	31	17	6	46%	-3 ◆	+8 ◆	-1 ◆
B49 I think it is safe to challenge the way things are done in HM Treasury	16	48	20	13	13	64%	+2 ◆	+21 ◆	+16 ◆



All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of HM Treasury	45	43	8			88%	+2 ◆	+29 ◆	+22 ◆
B51 I would recommend HM Treasury as a great place to work	35	45	14	6		79%	+1 ◆	+28 ◆	+19 ◆
B52 I feel a strong personal attachment to HM Treasury	28	37	20	12		65%	+4 ◆	+17 ◆	+9 ◆
B53 HM Treasury inspires me to do the best in my job	26	43	21	7		70%	+1 ◆	+24 ◆	+17 ◆
B54 HM Treasury motivates me to help it achieve its objectives	23	44	23	8		67%	+2 ◆	+23 ◆	+17 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that SCS in HM Treasury will take action on the results from this survey	18	48	20	9		66%	-1	+20 ◆	+12 ◆
B56 I believe that managers where I work will take action on the results from this survey	23	44	19	10		67%	-3 ◆	+11 ◆	+3 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	14	33	40	9	5	47%	+5 ◆	+12 ◆	+5 ◆



All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	38	52	5	5	5	90%	-1 ◆	+2 ◆	0
B59 I believe I would be supported if I try a new idea, even if it may not work	26	52	13	7	7	79%	-1	+10 ◆	+5 ◆
B60 When I talk about HM Treasury I say "we" rather than "they"	39	45	11	5	5	84%	+2 ◆	+13 ◆	+5 ◆
B61 I have some really good friendships at work	31	42	16	10	5	73%	+1	-4 ◆	-8 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 SCS in HM Treasury actively role model the behaviours set out in the Civil Service Leadership Statement	15	52	26	5	5	67%	+10 ◆	+23 ◆	+17 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	25	47	20	6	5	72%	+2 ◆	+11 ◆	+5 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

Wellbeing



Unlike the questions B01-B63 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.

Table with 4 rows (W01, W02, W03) and 9 columns: Question, 0-4, 5-6, 7-8, 9-10, % Positive, Difference from previous survey, Difference from CS2016, Difference from CS High Performers.

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

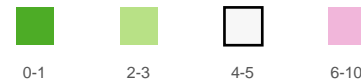


Table with 1 row (W04) and 9 columns: Question, 0-1, 2-3, 4-5, 6-10, % Positive, Difference from previous survey, Difference from CS2016, Difference from CS High Performers.



All questions by theme

◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

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 CS2016	Difference from CS High Performers
I want to leave HM Treasury as soon as possible		7%	-1	-2 ◆	-4 ◆
I want to leave HM Treasury within the next 12 months		21%	+1	+6 ◆	+2 ◆
I want to stay working for HM Treasury for at least the next year		48%	+1	+16 ◆	+9 ◆
I want to stay working for HM Treasury for at least the next three years		24%	-1	-19 ◆	-27 ◆

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			97%	0	+5 ◆	+2 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?			63%	+3 ◆	-4 ◆	-11 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in HM Treasury it would be investigated properly?			81%	-1	+13 ◆	+6 ◆

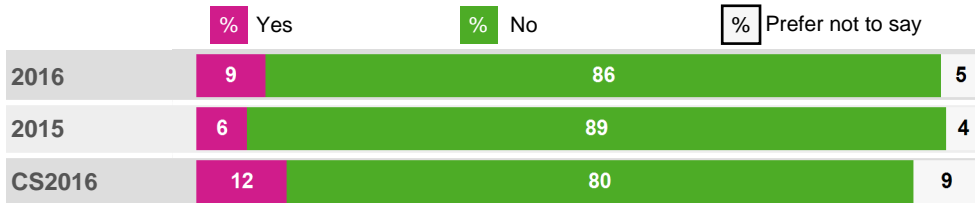


All questions by theme

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Discrimination, harassment and bullying

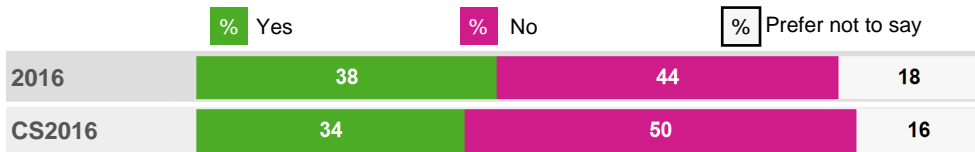
E01. During the past 12 months, have you personally experienced discrimination at work?



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



For respondents who selected 'Yes' to question E03.
E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?



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	23
Caring responsibilities	--
Disability	14
Ethnic background	11
Gender	23
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	34
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	14
Working location	--
Working pattern	19
Any other grounds	17
Prefer not to say	--

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)

Person	Response Count
A colleague	25
Your manager	32
Another manager in my part of HM Treasury	12
Someone you manage	--
Someone who works for another part of HM Treasury	15
A member of the public	--
Someone else	--
Prefer not to say	--

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



All questions by theme

◆ indicates statistically significant difference from comparison
▲ indicates a variation in question wording from your previous survey

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	10	53	29	7		63%	+1
F02	The Treasury Executive Management Board (EMB) is good at communicating	14	56	20	7		71%	+2 ◆
F03	The department is doing a good job at moving people to where they are most needed	9	47	30	11		56%	+4 ◆
F04	The department is doing a good job of recruiting the right people for our future needs	8	45	33	12		53%	-3 ◆
F05	The department is doing a good job of retaining its most talented people	19	30	35	15		21%	+1 ◆
F06	There is good cooperation between my team and teams in other groups that we have dealings with	22	61	11			83%	-2 ◆
F07	My team has the right people with the right skills in the right post	17	55	17	10		71%	-4 ◆
F08	In the department we recognise and reward good performers	8	44	25	16	6	52%	+2 ◆
F09	I believe managers in my organisation are held accountable for the value for money resulting from their decisions	8	42	36	10		50%	-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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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 fewer 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.