



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 CS2015	Difference from CS High Performers
Leadership and managing change		64%	+4 ✧	+21 ✧	+13 ✧
My work		84%	+2 ✧	+10 ✧	+6 ✧
My manager		76%	+3 ✧	+8 ✧	+5 ✧
Organisational objectives and purpose		89%	+1 ✧	+7 ✧	+3 ✧
Learning and development		60%	+5 ✧	+11 ✧	+4 ✧
Inclusion and fair treatment		83%	+1	+8 ✧	+4 ✧
Pay and benefits		22%	+2 ✧	-8 ✧	-14 ✧
Resources and workload		77%	+2 ✧	+4 ✧	0
My team		87%	+2 ✧	+7 ✧	+4 ✧

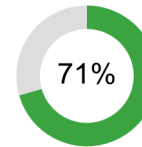


Strength of association with engagement

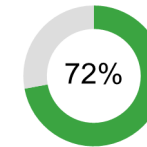


Statistically significant difference from comparison

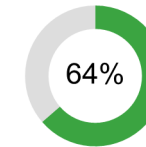
Wellbeing



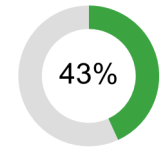
Overall, how satisfied are you with your life nowadays?



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

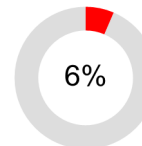


Overall, how happy did you feel yesterday?

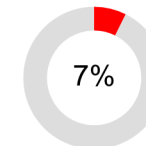


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

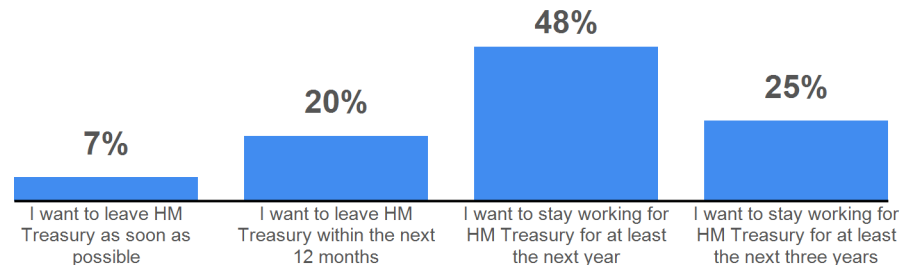


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





All questions by theme

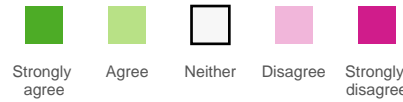
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

84% +2
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

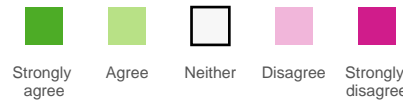
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	51	43				94%	0	+5 ◆	+3 ◆
B02 I am sufficiently challenged by my work	47	40	5	6		87%	+2 ◆	+8 ◆	+4 ◆
B03 My work gives me a sense of personal accomplishment	33	50	9	6		83%	0	+7 ◆	+5 ◆
B04 I feel involved in the decisions that affect my work	23	50	12	11		73%	+4 ◆	+17 ◆	+9 ◆
B05 I have a choice in deciding how I do my work	33	51	9	5		84%	+1	+11 ◆	+6 ◆

Organisational objectives and purpose

89% +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 CS2015	Difference from CS High Performers
B06 I have a clear understanding of the Treasury's purpose	41	52				93%	+3 ◆	+9 ◆	+4 ◆
B07 I have a clear understanding of the Treasury's objectives	35	52	8			87%	+1 ◆	+8 ◆	+3 ◆
B08 I understand how my work contributes to the Treasury's objectives	37	50	7	5		87%	0	+4 ◆	0



All questions by theme

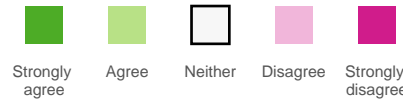
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

76% +3
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

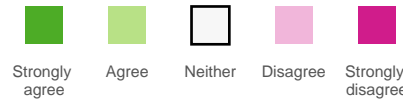
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	33	46	10	8		80%	+2 ◆	+12 ◆	+8 ◆
B10 My manager is considerate of my life outside work	49	38	9			87%	+1	+4 ◆	+1 ◆
B11 My manager is open to my ideas	47	43	6			90%	+2 ◆	+9 ◆	+6 ◆
B12 My manager helps me to understand how I contribute to the Treasury's objectives	24	47	18	9		71%	+2 ◆	+8 ◆	+3 ◆
B13 Overall, I have confidence in the decisions made by my manager	42	42	9	5		84%	+2 ◆	+12 ◆	+7 ◆
B14 My manager recognises when I have done my job well	41	45	8			86%	+2 ◆	+7 ◆	+5 ◆
B15 I receive regular feedback on my performance	27	44	14	12		71%	+4 ◆	+5 ◆	+1 ◆
B16 The feedback I receive helps me to improve my performance	26	46	17	8		72%	+6 ◆	+11 ◆	+8 ◆
B17 I think that my performance is evaluated fairly	22	49	18	8		71%	+6 ◆	+9 ◆	+3 ◆
B18 Poor performance is dealt with effectively in my team	11	34	40	10		46%	+3 ◆	+6 ◆	+2 ◆

My team

87% +2
Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	45	46	5			91%	+3 ◆	+6 ◆	+4 ◆
B20 The people in my team work together to find ways to improve the service we provide	40	47	8			87%	+1 ◆	+7 ◆	+3 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	34	49	12			84%	+3 ◆	+9 ◆	+5 ◆



All questions by theme

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

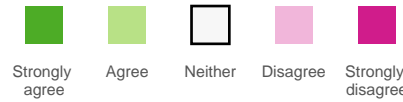
Learning and development

60% +5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	16	51	20	11	0	66%	+5 ◆	+3 ◆	-1 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	43	30	11	0	57%	+5 ◆	+5 ◆	-1 ◆
B24	There are opportunities for me to develop my career in HM Treasury	18	43	21	13	6	61%	+5 ◆	+19 ◆	+11 ◆
B25	Learning and development activities I have completed while working for HM Treasury are helping me to develop my career	13	43	29	11	6	56%	+6 ◆	+13 ◆	+7 ◆

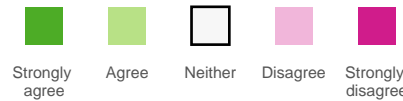
Inclusion and fair treatment

83% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	38	51	6	5	0	89%	+2 ◆	+11 ◆	+7 ◆
B27	I am treated with respect by the people I work with	45	45	5	5	0	91%	-1 ◆	+6 ◆	+4 ◆
B28	I feel valued for the work I do	30	48	13	8	0	77%	+2 ◆	+13 ◆	+8 ◆
B29	I think that HM Treasury respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	28	46	12	11	0	74%	+1 ◆	+2 ◆	-3 ◆



All questions by theme

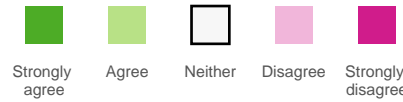
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Resources and workload **77%** +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	27	59	8	5		86%	+1	+3 ◆	0
B31 I get the information I need to do my job well	19	59	10	9		79%	+3 ◆	+10 ◆	+6 ◆
B32 I have clear work objectives	26	55	12	6		80%	+1 ◆	+5 ◆	+1 ◆
B33 I have the skills I need to do my job effectively	29	60	8			89%	0	0	-2 ◆
B34 I have the tools I need to do my job effectively	23	60	11	6		83%	+4 ◆	+14 ◆	+8 ◆
B35 I have an acceptable workload	13	49	12	18	7	62%	+3 ◆	+3 ◆	-2 ◆
B36 I achieve a good balance between my work life and my private life	20	42	14	19	6	62%	0	-5 ◆	-10 ◆

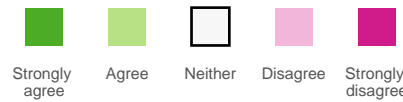
Pay and benefits

22% +2

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	20	17	33	26		24%	+2 ◆	-8 ◆	-13 ◆
B38 I am satisfied with the total benefits package	24	20	31	22		27%	+2 ◆	-6 ◆	-12 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	13	12	33	40		15%	+1 ◆	-11 ◆	-17 ◆



All questions by theme

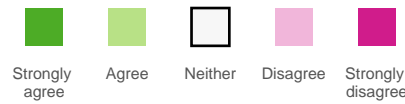
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Leadership and managing change

64% +4
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that HM Treasury as a whole is managed well	14	63	14	8		76%	+4 ◆	+31 ◆	+20 ◆
B41 SCS in HM Treasury are sufficiently visible	23	56	12	7		79%	+5 ◆	+26 ◆	+13 ◆
B42 I believe the actions of SCS are consistent with the Treasury's values	16	54	23	5		70%	+5 ◆	+25 ◆	+14 ◆
B43 I believe that the Executive Management Board has a clear vision for the future of HM Treasury	12	45	34	7		57%	-1	+15 ◆	+3 ◆
B44 Overall, I have confidence in the decisions made by the Treasury's SCS	15	57	21	5		72%	+4 ◆	+31 ◆	+20 ◆
B45 I feel that change is managed well in HM Treasury	7	48	28	14		54%	+7 ◆	+24 ◆	+15 ◆
B46 When changes are made in HM Treasury they are usually for the better	7	41	39	10		48%	+5 ◆	+21 ◆	+13 ◆
B47 HM Treasury keeps me informed about matters that affect me	13	61	17	7		74%	+4 ◆	+18 ◆	+10 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	8	42	27	20		49%	+6 ◆	+13 ◆	+5 ◆
B49 I think it is safe to challenge the way things are done in HM Treasury	14	49	20	14		63%	+4 ◆	+22 ◆	+13 ◆



All questions by theme

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

Engagement



B50 I am proud when I tell others I am part of HM Treasury	43	43	9	1	86%	+2 ◆	+29 ◆	+20 ◆
B51 I would recommend HM Treasury as a great place to work	33	45	13	6	78%	+5 ◆	+31 ◆	+19 ◆
B52 I feel a strong personal attachment to HM Treasury	27	34	23	13	61%	-1	+14 ◆	+7 ◆
B53 HM Treasury inspires me to do the best in my job	24	44	20	9	68%	+4 ◆	+24 ◆	+17 ◆
B54 HM Treasury motivates me to help it achieve its objectives	20	44	23	10	65%	+4 ◆	+23 ◆	+16 ◆

Taking action



B55 I believe that SCS in HM Treasury will take action on the results from this survey	15	52	18	10	5	67%	+7 ◆	+23 ◆	+12 ◆
B56 I believe that managers where I work will take action on the results from this survey	19	50	16	10	5	69%	+7 ◆	+14 ◆	+7 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	11	30	43	11	5	41%	+2 ◆	+8 ◆	-1



All questions by theme

◆ indicates statistically significant difference from comparison
^ 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 CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	39	53				92%	0	+4 ◆	+2 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	24	56	11	8		79%	+4 ◆	+12 ◆	+7 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	24	54	14	6		79%	+3 ◆	+14 ◆	+9 ◆
B61 When I talk about HM Treasury I say "we" rather than "they"	38	44	10	6		82%	+2 ◆	+12 ◆	+4 ◆
B62 I have some really good friendships at work	27	45	18	8		72%	+2 ◆	-4 ◆	-7 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	26	51	13	8		77%	--	+10 ◆	+6 ◆
B64 SCS inspire people across HM Treasury to do their best	12	51	26	8		63%	--	+26 ◆	+17 ◆
B65 My manager leads our team with confidence	33	51	10	5		83%	--	+13 ◆	+7 ◆
B66 SCS lead HM Treasury with confidence	20	56	19			76%	--	+29 ◆	+19 ◆
B67 My manager empowers me to do my job effectively	29	53	11	5		82%	--	+10 ◆	+6 ◆
B68 The Treasury's SCS empower teams to deliver	15	53	24	6		68%	--	+28 ◆	+20 ◆
B69 SCS in HM Treasury actively role model the behaviours set out in the Civil Service Leadership Statement	12	45	33	8		57%	--	+22 ◆	+14 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	22	48	23	5		70%	--	+13 ◆	+8 ◆



All questions by theme

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

Wellbeing

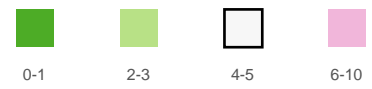


Unlike the questions B01-B70 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	11	19	60	11	71%	+2 ◆	+5 ◆	+2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	19	55	18	72%	-2 ◆	+1 ◆	-2 ◆
W03 Overall, how happy did you feel yesterday?	14	22	49	15	64%	0	+2 ◆	-2 ◆

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



W04 Overall, how anxious did you feel yesterday?	15	28	21	36	43%	-4 ◆	-7 ◆	-9 ◆
--	----	----	----	----	-----	------	------	------



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 CS2015	Difference from CS High Performers
I want to leave HM Treasury as soon as possible		7%	+1	-1 ◇	-4 ◇
I want to leave HM Treasury within the next 12 months		20%	+2	+5 ◇	0
I want to stay working for HM Treasury for at least the next year		48%	-1	+16 ◇	+10 ◇
I want to stay working for HM Treasury for at least the next three years		25%	-1	-18 ◇	-26 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		4	96%	+1 ◇	+5 ◇	+2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		40	60%	+1	-7 ◇	-13 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in HM Treasury it would be investigated properly?		18	82%	+3 ◇	+14 ◇	+9 ◇

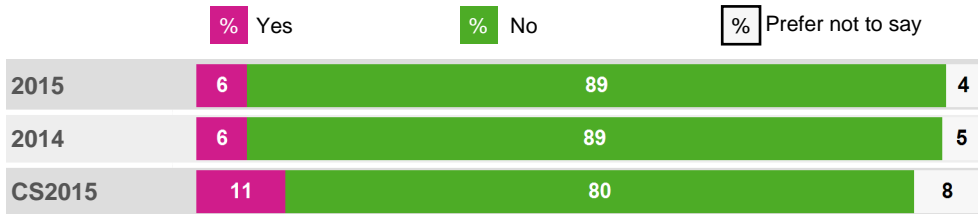


All questions by theme

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

Discrimination, harassment and bullying

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



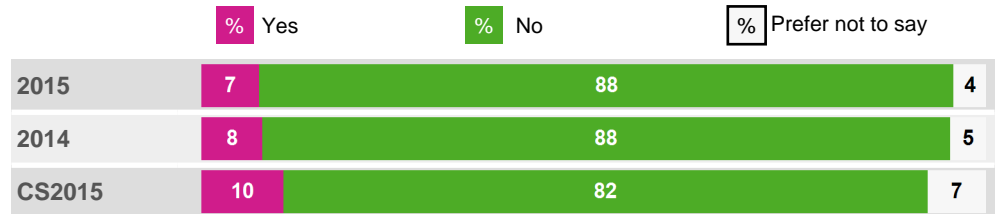
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	12
Caring responsibilities	--
Disability	14
Ethnic background	15
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	25
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	17
Any other grounds	--
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	27
Your manager	22
Another manager in my part of HM Treasury	13
Someone you manage	--
Someone who works for another part of HM Treasury	12
A member of the public	--
Someone else	--
Prefer not to say	17

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	8	55	29	7		63%	+4 ◆
F02	The Treasury Executive Management Board (EMB) is good at communicating	13	56	20	9		69%	+1
F03	The department is doing a good job at moving people to where they are most needed	8	44	33	12		52%	+3 ◆
F04	The department is doing a good job of recruiting the right people for our future needs	8	48	28	12		56%	+16 ◆
F05	The department is doing a good job of retaining its most talented people	17	29	35	16		20%	+5 ◆
F06	There is good cooperation between my team and teams in other groups that we have dealings with	24	61	9			85%	+2 ◆
F07	My team has the right people with the right skills in the right post	16	59	13	9		76%	+7 ◆
F08	In the department we recognise and reward good performers	7	43	27	15	8	50%	+7 ◆
F09	I believe managers in my organisation are held accountable for the value for money resulting from their decisions	8	43	32	12	5	52%	+8 ◆



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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.