



Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.

Engagement Index

47%

Difference from previous survey +2 ✧

Difference from CS2016 -12 ✧

Difference from CS High Performers -17 ✧

My work

65%

Difference from previous survey +1 ✧

Difference from CS2016 -10 ✧

Difference from CS High Performers -13 ✧

Organisational objectives and purpose

80%

Difference from previous survey +2 ✧

Difference from CS2016 -2 ✧

Difference from CS High Performers -7 ✧

My manager

67%

Difference from previous survey +2 ✧

Difference from CS2016 -1 ✧

Difference from CS High Performers -4 ✧

My team

83%

Difference from previous survey +1 ✧

Difference from CS2016 +4 ✧

Difference from CS High Performers 0

Learning and development

53%

Difference from previous survey +3 ✧

Difference from CS2016 +3 ✧

Difference from CS High Performers -2 ✧

Inclusion and fair treatment

71%

Difference from previous survey +1 ✧

Difference from CS2016 -5 ✧

Difference from CS High Performers -8 ✧

Resources and workload

68%

Difference from previous survey +2 ✧

Difference from CS2016 -5 ✧

Difference from CS High Performers -8 ✧

Pay and benefits

24%

Difference from previous survey +3 ✧

Difference from CS2016 -7 ✧

Difference from CS High Performers -14 ✧

Leadership and managing change

34%

Difference from previous survey +4 ✧

Difference from CS2016 -9 ✧

Difference from CS High Performers -18 ✧



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		34%	+4 ✧	-9 ✧	-18 ✧
My work		65%	+1 ✧	-10 ✧	-13 ✧
My manager		67%	+2 ✧	-1 ✧	-4 ✧
Pay and benefits		24%	+3 ✧	-7 ✧	-14 ✧
Learning and development		53%	+3 ✧	+3 ✧	-2 ✧
Resources and workload		68%	+2 ✧	-5 ✧	-8 ✧
Organisational objectives and purpose		80%	+2 ✧	-2 ✧	-7 ✧
My team		83%	+1 ✧	+4 ✧	0
Inclusion and fair treatment		71%	+1 ✧	-5 ✧	-8 ✧



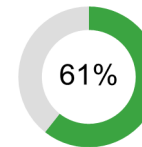
Strength of association with engagement



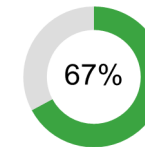
Statistically significant difference from comparison

Wellbeing

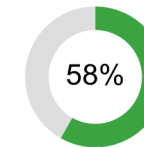
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



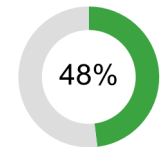
W01. Overall, how satisfied are you with your life nowadays?



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



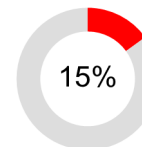
W03. Overall, how happy did you feel yesterday?



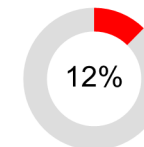
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

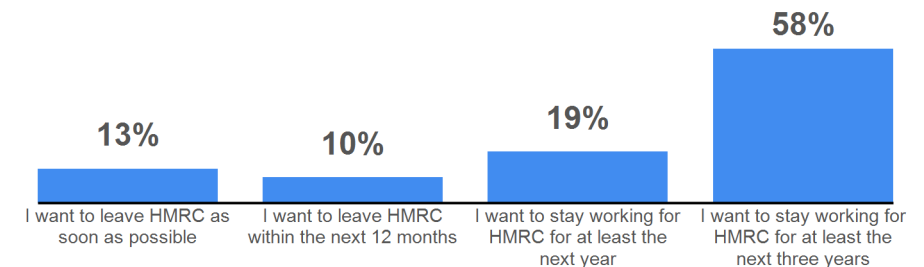


During the past 12 months have you personally experienced discrimination at work?



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

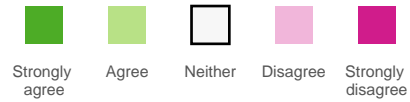
My work

65% +1

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2016

Difference
from CS High
Performers

B01 I am interested in my work	30	53	9	7	82%	0	-8 ♦	-9 ♦
B02 I am sufficiently challenged by my work	31	47	10	10	77%	0	-3 ♦	-6 ♦
B03 My work gives me a sense of personal accomplishment	20	47	14	14	67%	+1 ♦	-8 ♦	-12 ♦
B04 I feel involved in the decisions that affect my work	11	34	17	25	44%	+1 ♦	-12 ♦	-17 ♦
B05 I have a choice in deciding how I do my work	15	41	14	19	56%	+2 ♦	-18 ♦	-23 ♦

Organisational objectives and purpose

80% +2

Difference
from
previous
survey



Strength of
association with
engagement



B06 I have a clear understanding of HMRC's purpose	23	58	10	6	81%	+2 ♦	-4 ♦	-9 ♦
B07 I have a clear understanding of HMRC's objectives	21	57	12	7	78%	+2 ♦	-2 ♦	-6 ♦
B08 I understand how my work contributes to HMRC's objectives	24	58	11	6	81%	+1 ♦	-2 ♦	-6 ♦



All questions by theme

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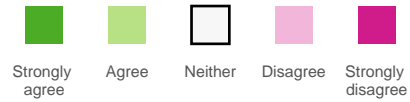
My manager

67% +2

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2016

Difference
from CS High
Performers

B09	My manager motivates me to be more effective in my job	22	45	16	12	6	67%	+2 ♦	-2 ♦	-6 ♦
B10	My manager is considerate of my life outside work	34	45	12	6		78%	+2 ♦	-4 ♦	-7 ♦
B11	My manager is open to my ideas	29	48	13	6		77%	+1 ♦	-3 ♦	-7 ♦
B12	My manager helps me to understand how I contribute to HMRC's objectives	19	46	21	10		65%	+2 ♦	+1 ♦	-4 ♦
B13	Overall, I have confidence in the decisions made by my manager	25	44	16	10	6	69%	+2 ♦	-4 ♦	-9 ♦
B14	My manager recognises when I have done my job well	28	48	12	8		77%	+1 ♦	-1 ♦	-5 ♦
B15	I receive regular feedback on my performance	22	49	13	12		71%	+1 ♦	+5 ♦	+2 ♦
B16	The feedback I receive helps me to improve my performance	20	42	21	13	5	61%	+1 ♦	-1 ♦	-5 ♦
B17	I think that my performance is evaluated fairly	17	43	18	14	8	60%	+3 ♦	-4 ♦	-8 ♦
B18	Poor performance is dealt with effectively in my team	11	32	34	15	9	43%	+2 ♦	+4 ♦	0

My team

83% +1

Difference
from
previous
survey



Strength of
association with
engagement



B19	The people in my team can be relied upon to help when things get difficult in my job	40	48	7			87%	+1 ♦	+3 ♦	0 ♦
B20	The people in my team work together to find ways to improve the service we provide	36	48	9	5		85%	0 ♦	+3 ♦	0 ♦
B21	The people in my team are encouraged to come up with new and better ways of doing things	30	48	13	6		78%	+1 ♦	+4 ♦	-1 ♦



All questions by theme

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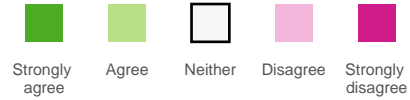
Learning and development

53% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

		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	11	50	18	16	5	62%	+1 ♦	+1 ♦	-6 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	40	24	19	6	51%	+1 ♦	+1 ♦	-6 ♦
B24	There are opportunities for me to develop my career in HMRC	13	43	19	14	10	56%	+7 ♦	+13 ♦	+5 ♦
B25	Learning and development activities I have completed while working for HMRC are helping me to develop my career	10	32	27	21	10	42%	+4 ♦	-1 ♦	-9 ♦

Inclusion and fair treatment

71% +1

Difference from previous survey



Strength of association with engagement



		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	20	55	12	9	5	75%	+1 ♦	-4 ♦	-8 ♦
B27	I am treated with respect by the people I work with	27	59	8			86%	0	+1 ♦	-2 ♦
B28	I feel valued for the work I do	15	39	18	18	10	54%	+2 ♦	-10 ♦	-16 ♦
B29	I think that HMRC respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	49	17	9	6	69%	+2 ♦	-5 ♦	-9 ♦



All questions by theme

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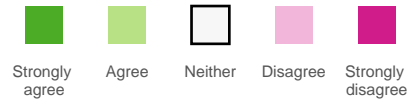
Resources and workload

68% +2

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2016

Difference
from CS High
Performers

B30	In my job, I am clear what is expected of me	20	62	9	7	82%	0 ♦	0	-4 ♦
B31	I get the information I need to do my job well	11	48	18	18	59%	+1 ♦	-10 ♦	-15 ♦
B32	I have clear work objectives	15	58	14	9	73%	+1 ♦	-2 ♦	-6 ♦
B33	I have the skills I need to do my job effectively	19	59	12	8	78%	+1 ♦	-11 ♦	-14 ♦
B34	I have the tools I need to do my job effectively	11	48	16	19	59%	+3 ♦	-11 ♦	-17 ♦
B35	I have an acceptable workload	9	51	16	17	60%	+4 ♦	+1 ♦	-5 ♦
B36	I achieve a good balance between my work life and my private life	15	52	15	12	67%	+3 ♦	0	-5 ♦

Pay and benefits

24% +3

Difference
from
previous
survey



Strength of
association with
engagement



B37	I feel that my pay adequately reflects my performance	21	13	31	32	24%	+3 ♦	-8 ♦	-15 ♦
B38	I am satisfied with the total benefits package	22	18	29	28	26%	+3 ♦	-8 ♦	-15 ♦
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	19	15	30	33	22%	+3 ♦	-4 ♦	-12 ♦



All questions by theme

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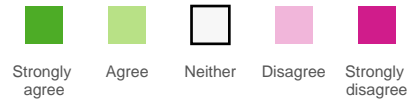
Leadership and managing change

34% +4

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2016

Difference
from CS High
Performers

B40	I feel that HMRC as a whole is managed well	28	22	28	18	32%	+5 ⬇	-15 ⬇	-26 ⬇	
B41	Senior managers in HMRC are sufficiently visible	8	37	19	22	14	46%	+5 ⬇	-9 ⬇	-20 ⬇
B42	I believe the actions of senior managers are consistent with HMRC's values	6	33	30	18	13	39%	+5 ⬇	-9 ⬇	-18 ⬇
B43	I believe that ExCom has a clear vision for the future of HMRC	6	31	35	15	13	37%	+2 ⬇	-6 ⬇	-17 ⬇
B44	Overall, I have confidence in the decisions made by HMRC's senior managers	5	26	26	25	19	30%	+5 ⬇	-14 ⬇	-24 ⬇
B45	I feel that change is managed well in HMRC	22	19	34	21	25%	+3 ⬇	-4 ⬇	-16 ⬇	
B46	When changes are made in HMRC they are usually for the better	21	26	30	20	24%	+3 ⬇	-6 ⬇	-15 ⬇	
B47	HMRC keeps me informed about matters that affect me	6	44	22	18	11	50%	+7 ⬇	-6 ⬇	-14 ⬇
B48	I have the opportunity to contribute my views before decisions are made that affect me	23	21	32	21	26%	+1 ⬇	-11 ⬇	-21 ⬇	
B49	I think it is safe to challenge the way things are done in HMRC	5	30	23	24	18	35%	+3 ⬇	-8 ⬇	-14 ⬇



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 HMRC	9	27	27	23	15	36%	+5 ♦	-23 ♦	-31 ♦
B51 I would recommend HMRC as a great place to work	8	26	25	24	18	34%	+6 ♦	-17 ♦	-27 ♦
B52 I feel a strong personal attachment to HMRC	9	27	25	24	15	36%	+3 ♦	-12 ♦	-20 ♦
B53 HMRC inspires me to do the best in my job	7	26	29	24	14	33%	+4 ♦	-13 ♦	-20 ♦
B54 HMRC motivates me to help it achieve its objectives	7	26	28	24	15	32%	+4 ♦	-11 ♦	-18 ♦

Taking action

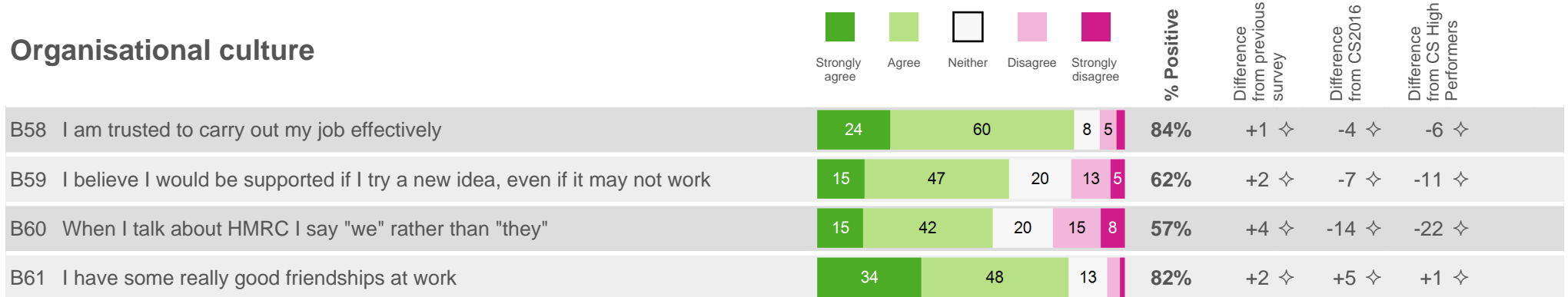
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that senior managers in HMRC will take action on the results from this survey	7	30	21	22	19	38%	+5 ♦	-8 ♦	-17 ♦
B56 I believe that managers where I work will take action on the results from this survey	12	39	19	16	13	52%	+4 ♦	-4 ♦	-13 ♦
B57 Where I work, I think effective action has been taken on the results of the last survey	8	25	32	20	15	34%	+3 ♦	-1 ♦	-8 ♦



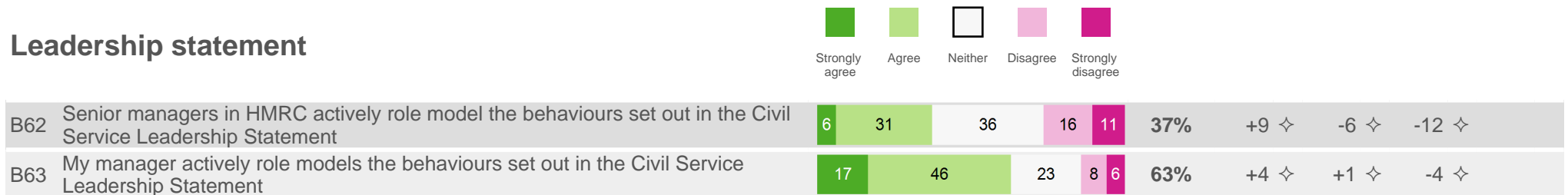
All questions by theme

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

Organisational culture



Leadership statement





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-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.

W01 Overall, how satisfied are you with your life nowadays?	16	23	46	15	61%	+1 ◆	-6 ◆	-9 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	20	46	22	67%	+1 ◆	-4 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	20	22	38	20	58%	+1 ◆	-5 ◆	-8 ◆

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?	23	25	20	32	48%	0	-2 ◆	-5 ◆
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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 HMRC?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave HMRC as soon as possible		13%	-1 ✦	+5 ✦	+2 ✦
I want to leave HMRC within the next 12 months		10%	0	-5 ✦	-9 ✦
I want to stay working for HMRC for at least the next year		19%	0	-13 ✦	-20 ✦
I want to stay working for HMRC for at least the next three years		58%	0	+15 ✦	+7 ✦

The Civil Service Code

Differences are based on '% Yes' score

Differences are based on % Yes score

	<div><div>% Yes</div><div>% No</div></div>	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	<div><div>93</div><div>7</div></div>	93%	0 ⬆	+2 ⬆	-2 ⬆
D02. Are you aware of how to raise a concern under the Civil Service Code?	<div><div>70</div><div>30</div></div>	70%	+2 ⬆	+3 ⬆	-4 ⬆
D03. Are you confident that if you raised a concern under the Civil Service Code in HMRC it would be investigated properly?	<div><div>62</div><div>38</div></div>	62%	+2 ⬆	-5 ⬆	-13 ⬆

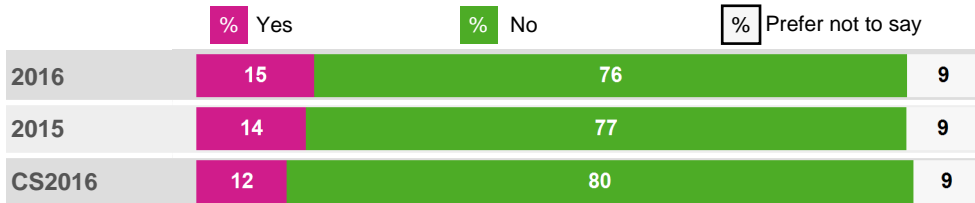


All questions by theme

♦ indicates statistically significant difference from comparison
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Discrimination, harassment and bullying

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

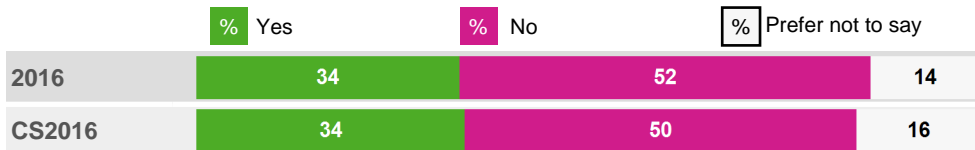


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



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)

	Response Count
Age	1,268
Caring responsibilities	911
Disability	1,246
Ethnic background	516
Gender	709
Gender reassignment or perceived gender	20
Grade, pay band or responsibility level	1,709
Main spoken/written language or language ability	254
Religion or belief	240
Sexual orientation	144
Social or educational background	342
Working location	828
Working pattern	1,719
Any other grounds	1,708
Prefer not to say	552

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)

A colleague	1,710
Your manager	1,875
Another manager in my part of HMRC	1,655
Someone you manage	212
Someone who works for another part of HMRC	393
A member of the public	175
Someone else	141
Prefer not to say	723



All questions by theme

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

HM Revenue & Customs questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I have a clear understanding of HMRC's strategic direction as set out in Building our Future	13	55	17	10	5	67%	--
F02	I believe HMRC can deliver the department's future strategy as set out in Building our Future	7	34	27	21	11	41%	--
F03	I feel I have personally taken action to help HMRC deliver the department's future strategy as set out in Building our Future	9	32	31	20	8	41%	--
F04	I would recommend my Line of Business as a great place to work	12	32	23	20	14	43%	--
F05	Using PaceSetter helps involve me in improving my work	5	23	29	25	18	28%	--
F06	I have had the opportunity to take action on the last People Survey results	7	27	31	23	12	33%	--
F07	I believe that my local management manages change well	9	38	24	19	10	47%	--
F08	I see myself as part of a profession in HMRC	13	41	18	17	10	54%	--
F09	I am confident I have the digital skills I need to do my job effectively	15	48	17	15	5	63%	--
F10	The current HMRC approach to managing performance (introduced in April 2013) is helping me to improve my performance	17	24	26	29		21%	+2 ◆
F11	The number of performance discussions I have had with my line manager, throughout the reporting year, was satisfactory	12	49	18	12	9	61%	--



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.