



◇ Statistically significant difference from comparison

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

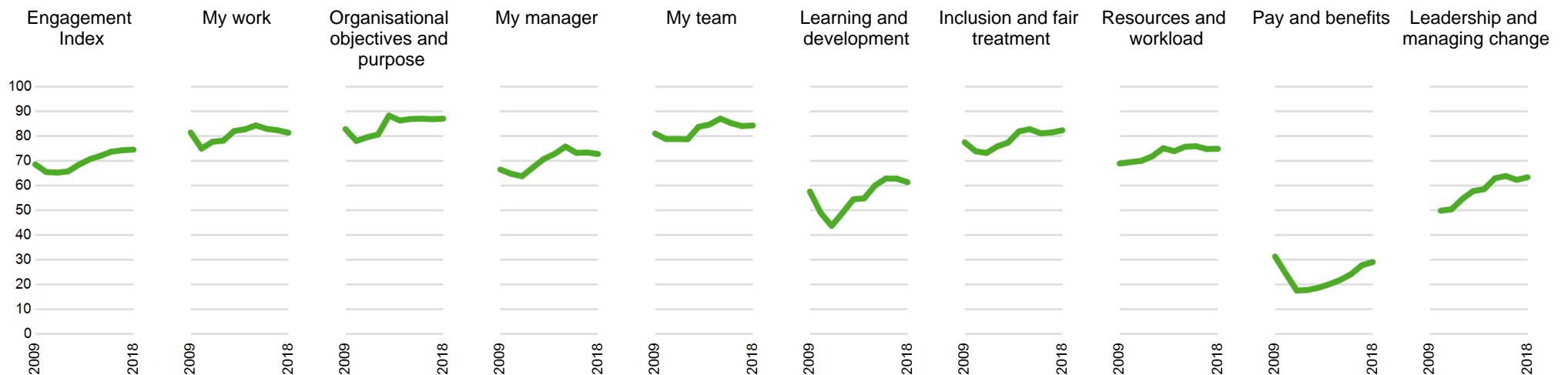




Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

The Civil Service People Survey has run in October each year since 2009, meaning that 2018 marks our 10 year anniversary. The table and charts below tell you how your average Employee Engagement Index and theme scores have changed over time, for each year your organisation has participated in the survey.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Engagement Index	69%	65%	65%	66%	68%	71%	72%	74%	74%	75%
My work	81%	75%	78%	78%	82%	83%	84%	83%	82%	81%
Organisational objectives and purpose	83%	78%	80%	81%	88%	86%	87%	87%	87%	87%
My manager	66%	65%	64%	67%	71%	73%	76%	73%	73%	73%
My team	81%	79%	79%	79%	84%	85%	87%	85%	84%	84%
Learning and development	58%	49%	44%	49%	54%	55%	60%	63%	63%	61%
Inclusion and fair treatment	77%	74%	73%	76%	77%	82%	83%	81%	81%	82%
Resources and workload	69%	69%	70%	72%	75%	74%	76%	76%	75%	75%
Pay and benefits	31%	24%	18%	18%	19%	20%	22%	24%	28%	29%
Leadership and managing change	-	50%	50%	55%	58%	58%	63%	64%	62%	63%
Response rate	85%	81%	85%	89%	89%	89%	90%	93%	94%	98%





◇ Statistically significant difference from comparison

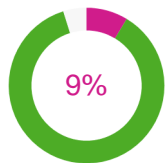
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

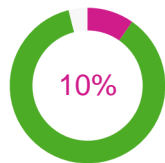
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	81%	0	+4 ◇	+1 ◇
2	B23	There are opportunities for me to develop my career in HM Treasury	66%	+1 ◇	+18 ◇	+10 ◇
3	B41	Overall, I have confidence in the decisions made by the Treasury's SCS	71%	0	+23 ◇	+13 ◇
4	B08	My manager motivates me to be more effective in my job	76%	-2 ◇	+5 ◇	0
5	B06	I have a clear understanding of the Treasury's objectives	88%	+1 ◇	+7 ◇	+2 ◇

Discrimination, bullying and harassment

■ % responding Yes ■ % responding No □ % responding Prefer not to say



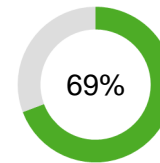
During the past 12 months have you personally experienced discrimination at work?



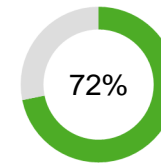
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

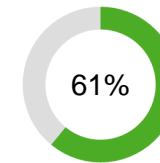
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



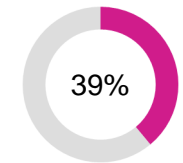
W01. Overall, how satisfied are you with your life nowadays?



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

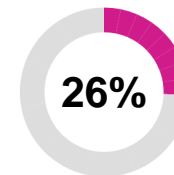


W03. Overall, how happy did you feel yesterday?

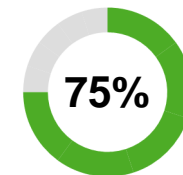


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

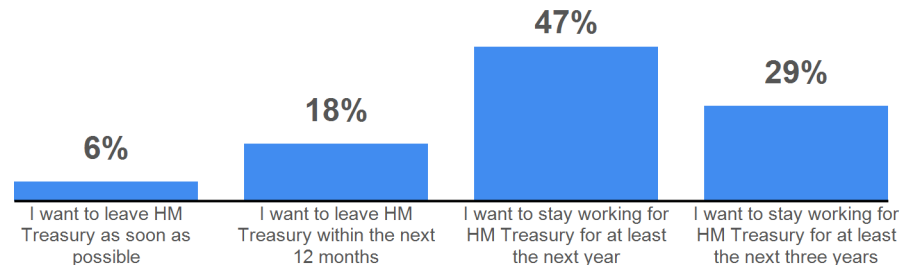


PERMA Index




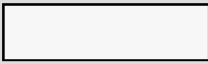


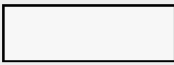

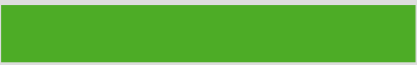
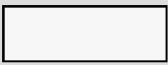




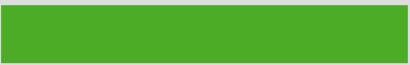


For further information about these indices, please refer to page 16.

Your plans for the future





Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	 92%	B17	Poor performance is dealt with effectively in my team	 45%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 64%
B26	I am treated with respect by the people I work with	 91%	B53	Where I work, I think effective action has been taken on the results of the last survey	 38%	B35	I feel that my pay adequately reflects my performance	 49%
B54	I am trusted to carry out my job effectively	 90%	B43	When changes are made in HM Treasury they are usually for the better	 36%	B36	I am satisfied with the total benefits package	 45%
B47	I am proud when I tell others I am part of HM Treasury	 89%	B40	I believe that the Executive Management Board has a clear vision for the future of HM Treasury	 36%	F05	The department is doing a good job of retaining its most talented people	 45%
B31	I have the skills I need to do my job effectively	 89%	F05	The department is doing a good job of retaining its most talented people	 33%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	 34%



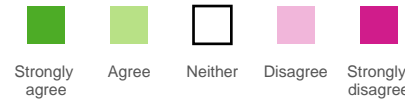
All questions by theme

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

My work

81%

-1 ◆ Difference from previous survey



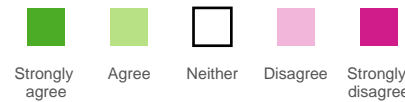
% Positive
Difference from previous survey
Difference from CS2018
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	52	40				92%	-1 ◆	+3 ◆	0
B02 I am sufficiently challenged by my work	43	41	8	7		84%	-1 ◆	+4 ◆	+1 ◆
B03 My work gives me a sense of personal accomplishment	34	47	10	7		81%	0	+4 ◆	+1 ◆
B04 I feel involved in the decisions that affect my work	21	46	15	12	5	67%	-2 ◆	+9 ◆	+4 ◆
B05 I have a choice in deciding how I do my work	33	49	10	6		82%	0	+4 ◆	+1 ◆

Organisational objectives and purpose

87%

0 Difference from previous survey



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B06 I have a clear understanding of the Treasury's objectives	33	55	8			88%	+1 ◆	+7 ◆	+2 ◆
B07 I understand how my work contributes to the Treasury's objectives	37	49	9			86%	-1 ◆	+2 ◆	-1 ◆



All questions by theme

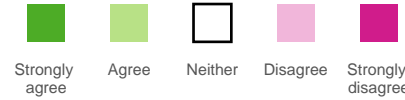
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

73%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	35	41	13	8	5	76%	-2 ◆	+5 ◆	0
B09	My manager is considerate of my life outside work	52	35	7	7	5	87%	0	+2 ◆	-1 ◆
B10	My manager is open to my ideas	50	37	7	7	5	87%	-1 ◆	+4 ◆	0 ◆
B11	My manager helps me to understand how I contribute to the Treasury's objectives	24	46	21	7	5	70%	0	+3 ◆	-2 ◆
B12	Overall, I have confidence in the decisions made by my manager	42	41	10	5	5	82%	-1 ◆	+6 ◆	+2 ◆
B13	My manager recognises when I have done my job well	41	42	8	5	5	83%	0	+4 ◆	0
B14	I receive regular feedback on my performance	25	42	16	13	5	67%	-1	0	-6 ◆
B15	The feedback I receive helps me to improve my performance	25	42	19	10	5	67%	-1	+3 ◆	-1 ◆
B16	I think that my performance is evaluated fairly	25	43	19	8	5	68%	+1 ◆	+2 ◆	-4 ◆
B17	Poor performance is dealt with effectively in my team	10	28	45	11	6	38%	-1 ◆	-2 ◆	-6 ◆



All questions by theme

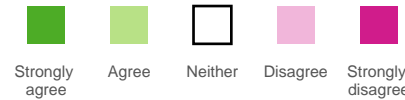
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My team

84%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Table with 4 columns: Question ID, Question Text, Response Distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers. Rows include B18, B19, and B20.

Learning and development

61%

-1

Difference from previous survey

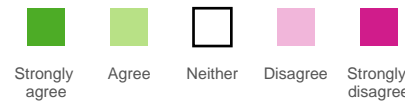


Table with 4 columns: Question ID, Question Text, Response Distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers. Rows include B21, B22, B23, and B24.



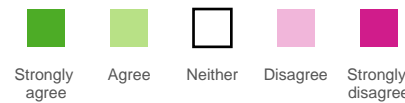
All questions by theme

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

Inclusion and fair treatment

82%

+1 ◆ Difference from previous survey



% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	41	47	6	6	0	88%	-1 ◆	+7 ◆	+4 ◆
B26	I am treated with respect by the people I work with	46	45	6	6	0	91%	+2 ◆	+5 ◆	+3 ◆
B27	I feel valued for the work I do	32	44	11	9	0	77%	0	+9 ◆	+4 ◆
B28	I think that HM Treasury respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	30	44	13	9	0	74%	+2 ◆	-2 ◆	-6 ◆

Resources and workload

75%

0 Difference from previous survey



% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B29	I get the information I need to do my job well	18	59	12	10	0	77%	-1 ◆	+6 ◆	+2 ◆
B30	I have clear work objectives	20	54	14	9	0	74%	-3 ◆	-1 ◆	-5 ◆
B31	I have the skills I need to do my job effectively	28	61	8	3	0	89%	0	0	-3 ◆
B32	I have the tools I need to do my job effectively	23	57	11	6	0	80%	0	+9 ◆	+3 ◆
B33	I have an acceptable workload	14	49	15	15	6	64%	+3 ◆	+3 ◆	-3 ◆
B34	I achieve a good balance between my work life and my private life	20	45	15	14	6	66%	+1 ◆	-4 ◆	-9 ◆



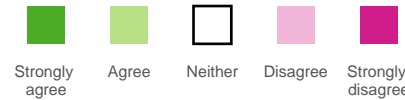
All questions by theme

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Pay and benefits

29%

+1 ◆ Difference from previous survey



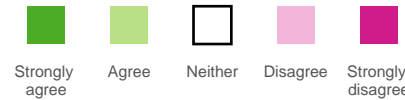
% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	5	28	18	27	23	32%	+2 ◆	+2 ◆	-5 ◆
B36 I am satisfied with the total benefits package		29	21	25	20	33%	0	-2 ◆	-10 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	15	30		34	21%	+3 ◆	-6 ◆	-11 ◆

Leadership and managing change

63%

+1 ◆ Difference from previous survey



% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38 SCS in HM Treasury are sufficiently visible	22	56	12	7		78%	-1	+17 ◆	+7 ◆
B39 I believe the actions of SCS are consistent with the Treasury's values	20	51	22	5		71%	0	+18 ◆	+9 ◆
B40 I believe that the Executive Management Board has a clear vision for the future of HM Treasury	12	41	36	9		53%	+2 ◆	+5 ◆	-4 ◆
B41 Overall, I have confidence in the decisions made by the Treasury's SCS	18	54	21	6		71%	0	+23 ◆	+13 ◆
B42 I feel that change is managed well in HM Treasury	8	46	29	14		54%	+1 ◆	+21 ◆	+12 ◆
B43 When changes are made in HM Treasury they are usually for the better	8	46	36	8		54%	+2 ◆	+20 ◆	+12 ◆
B44 HM Treasury keeps me informed about matters that affect me	14	60	18	7		73%	+1 ◆	+14 ◆	+8 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	11	44	29	14		54%	+5 ◆	+14 ◆	+6 ◆
B46 I think it is safe to challenge the way things are done in HM Treasury	14	47	23	11	5	62%	0	+14 ◆	+8 ◆



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B47 I am proud when I tell others I am part of HM Treasury	46	43	9			89%	0	+24 ◆	+19 ◆
B48 I would recommend HM Treasury as a great place to work	38	43	12			82%	+2 ◆	+24 ◆	+16 ◆
B49 I feel a strong personal attachment to HM Treasury	28	36	23	11		64%	0	+13 ◆	+7 ◆
B50 HM Treasury inspires me to do the best in my job	28	44	21	6		71%	-2 ◆	+21 ◆	+14 ◆
B51 HM Treasury motivates me to help it achieve its objectives	24	43	23	8		67%	-2 ◆	+20 ◆	+13 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B52 I believe that SCS in HM Treasury will take action on the results from this survey	20	49	19	8		69%	+2 ◆	+20 ◆	+11 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	15	35	38	8		50%	+5 ◆	+14 ◆	+5 ◆



All questions by theme

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Organisational culture

Table with 5 columns: Question ID, Question Text, Response Distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers. Rows include B54, B55, B56, B57, B58.

Leadership statement

Table with 5 columns: Question ID, Question Text, Response Distribution, % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers. Rows include B59, B60.

Civil Service vision

Table with 5 columns: Question ID, Question Text, Response Distribution, % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers. Rows include B61, B62.



All questions by theme

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Wellbeing

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

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

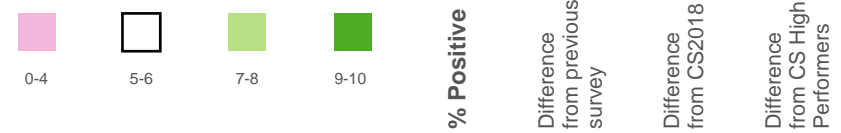


Table with 4 rows (W01, W02, W03) and 9 columns: Question, 0-4, 5-6, 7-8, 9-10, % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers.

For question W04 the percent negative is the proportion answering 6, 7, 8, 9 or 10 to the question.

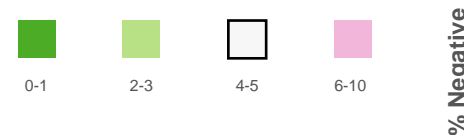


Table with 1 row (W04) and 9 columns: Question, 0-1, 2-3, 4-5, 6-10, % Negative, Difference from previous survey, Difference from CS2018, Difference from CS High Performers.



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 CS2018	Difference from CS High Performers
I want to leave HM Treasury as soon as possible		6%	0	-2 ◇	-6 ◇
I want to leave HM Treasury within the next 12 months		18%	-1	+3 ◇	-2 ◇
I want to stay working for HM Treasury for at least the next year		47%	+1	+13 ◇	+8 ◇
I want to stay working for HM Treasury for at least the next three years		29%	+1	-14 ◇	-24 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		5	95%	0 ◇	+3 ◇	+1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		44	56%	-3 ◇	-11 ◇	-17 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in HM Treasury it would be investigated properly?		20	80%	-3 ◇	+9 ◇	+4 ◇

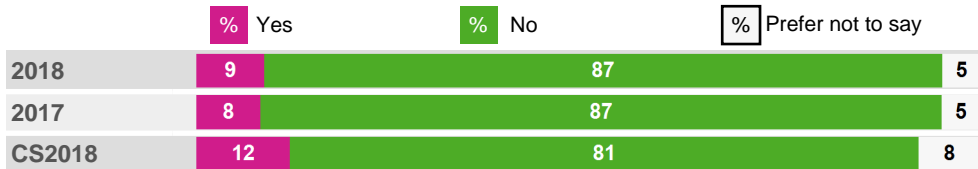


All questions by theme

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Discrimination, harassment and bullying

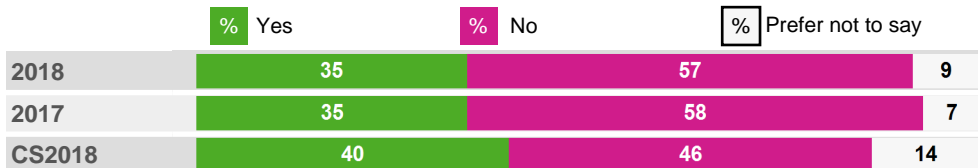
E01. During the past 12 months have you personally experienced discrimination at work?



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)

	Response Count
Age	25
Caring responsibilities	10
Disability	19
Ethnic background	18
Gender	28
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	47
Main spoken/written language or language ability	--
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	25
Working location	10
Working pattern	23
Any other grounds	19
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)

	Response Count
A colleague	46
Your manager	39
Another manager in my part of HM Treasury	27
Someone you manage	--
Someone who works for another part of HM Treasury	17
A member of the public	--
Someone else	14
Prefer not to say	18

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

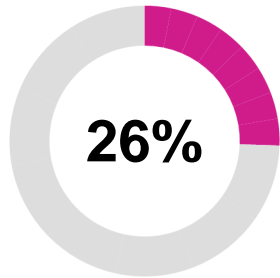
HM Treasury questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	The Treasury Executive Management Board (EMB) is good at providing leadership	11	55	28	6		65%	+4 ◆
F02	The Treasury Executive Management Board (EMB) is good at communicating	14	57	20	8		71%	+3 ◆
F03	The department is doing a good job at moving people to where they are most needed	7	41	33	14	5	48%	-1 ◆
F04	The department is doing a good job of recruiting the right people for our future needs	6	37	33	19	5	43%	-5 ◆
F05	The department is doing a good job of retaining its most talented people	19	33	32	13		22%	+1 ◆
F06	There is good cooperation between my team and teams in other groups that we have dealings with	22	60	11	5		82%	0
F07	My team has the right people with the right skills in the right post	15	55	16	11		69%	0
F08	In the department we recognise and reward good performers	9	41	27	17	6	50%	-1 ◆

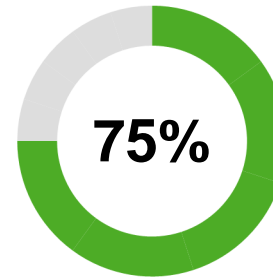


Proxy Stress Index and PERMA Index

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



Difference from previous survey	0
Difference from CS2018	-4 ◆
Difference from CS High Performers	-6 ◆



Difference from previous survey	0
Difference from CS2018	+1 ◆
Difference from CS High Performers	0

Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.

We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.

The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index. A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

	% positive
B05 I have a choice in deciding how I do my work	82%
B08 My manager motivates me to be more effective in my job	76%
B18 The people in my team can be relied upon to help when things get difficult in my job	88%
B26 I am treated with respect by the people I work with	91%
B30 I have clear work objectives	74%
B33 I have an acceptable workload	64%
B45 I have the opportunity to contribute my views before decisions are made that affect me	54%
E03 During the past 12 months have you personally experienced bullying or harassment at work?	86%

	% positive
B01 I am interested in my work	92%
B03 My work gives me a sense of personal accomplishment	81%
B18 The people in my team can be relied upon to help when things get difficult in my job	88%
W01 Overall, how satisfied are you with your life nowadays?	69%
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	72%



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 2017 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.
CS2018	The CS2018 benchmark is the median percent positive across all organisations that participated in the 2018 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 2018 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. Therefore in some instances, the differences presented in this report will not match the rounded figures of the scores being compared. For example, if your unrounded Engagement Index score is 75.43647583%, your organisation overall's score is 74.63572484% and the difference between the two is +0.800751%, in this report these scores would appear as 75%, 75% and +1.

Statistical significance: ✨

Statistical testing has been carried out to identify statistically significant* differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results.

*Note, there needs to be 30 responses at question level, 20 responses at theme level or 10 responses at index level for statistical testing to be carried out on the corresponding scores.

The employee engagement index

The survey includes five questions that make up the engagement index (B47-B51). 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. A statistical technique (a form of regression) is used to identify the extent to which each question in the survey has an association with engagement. Questions identified as having an association are called 'Drivers of engagement': page 3 of this report shows the questions that had the strongest association with engagement in this unit.

Confidentiality

The survey was carried out as part of the 2018 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.

ORC's Privacy Policy (www.orcinternational.co.uk/privacy) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.