

Preliminary Analysis of HMCPSI Staff Survey

2011

There were 37 responses which is a 100% response rate, so we are able to consider the analysis separately for all three groups – Senior Inspectors, Assistant Inspectors and Support Group as well as for the overall Inspectorate.

Areas of celebration

- The highest positive result was that 92% of all staff are interested in their work (Q.B01). This was consistent across all groups.
- Most staff (84%) have a clear understanding of HMCPSI's purpose (Q. B06) and 89% understand how their work contributes to the Inspectorate's objectives (Q.B08), which is a 29% increase (the second largest) on last year.
- 95% of staff feel they have the skills they need to do their job effectively (Q.B33) and 81% feel they have the necessary tools (Q.B34).
- 81% of staff feel that their team members can be relied upon to help when things get difficult (Q.B19) and 86% think they are treated with respect by the people they work with (Q.B27).
- The assistant inspectors are generally positive in all areasⁱ.

Improvements from last year:

- HMCPSI now ranks at 74 of 97 Civil Service organisations in the engagement index, up from 93 (of 103) in 2010.
- Overall, the greatest increase of positive attitude was towards senior management being sufficiently visible (Q.B41), now 62% positive, an increase of 42% compared to last year and 17% higher than the median Civil Service figure.
- The third largest increase was staff feeling valued for the work that they do (Q.B28). This was up 27% from last year, taking it to 54% positive.
- 81% of staff (an increase of 21%) are more clear what is expected of them (Q.B30) with 69% (up 23%) having clear work objectives (Q.B32) and 57% (an increase of 27%) getting the information they need to do their job well (Q.B31), although the last figure is still 11% lower than the median Civil Service figure.
- The Senior Inspector Group has shown significant increases in positive replies across many questionsⁱ.
- None of the Inspector Group were classed as disconnected or critics. This was not the case last yearⁱⁱ.

Areas in need of improvement:

- The overall engagement index of all staff is 4% lower than the median Civil Service figure and 10% lower than the Civil Service high performers (the upper quartile score across all the organisations that took part in the 2011 Civil Service People Survey).
- There are staff in all groups who are disengaged.
- In many areas the Support Group replies fell persistently lower than the average HMCPSI result and were lower than in 2010. The engagement index of the support group fell 8% to 44% overall. Their feelings of moderate engagement and engagement fell this year to 20% from 27% last yearⁱⁱⁱ.

ⁱ See appendix 1

ⁱ See appendix 2

ⁱⁱ See appendix 3

ⁱⁱⁱ See appendix 4

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- The support group were not classed as disengaged, critics or disempowered in 2010. In 2011 all segments appeared and there was no strong engagement at all between support staff and the HMCPSI and 80% are classed as not engaged^{iv}.
- The Senior Inspectors, although much improved, still often gave less positive replies than the overall Inspectorate^v and 63% of them are classed as uncertain, disempowered or disengaged.
- Only 14% of all staff felt there were opportunities to develop their careers in HMCPSI (Q.B24) which is 18% lower than the median Civil Service figure.
- Only 19% of all staff felt that change is managed well at the Inspectorate (Q.B45), which is 4% lower than the 2010 result.
- 49% of staff think that HMCPSI respects individual differences (Q.B29), which is 22% lower than the median Civil Service figure.
- 51% of staff feel they have a choice in deciding how to do their work (Q.B05), and 38% feel involved in the decisions that affect their work (Q.B04), which is 20% and 12% respectively lower than the median Civil Service figure.

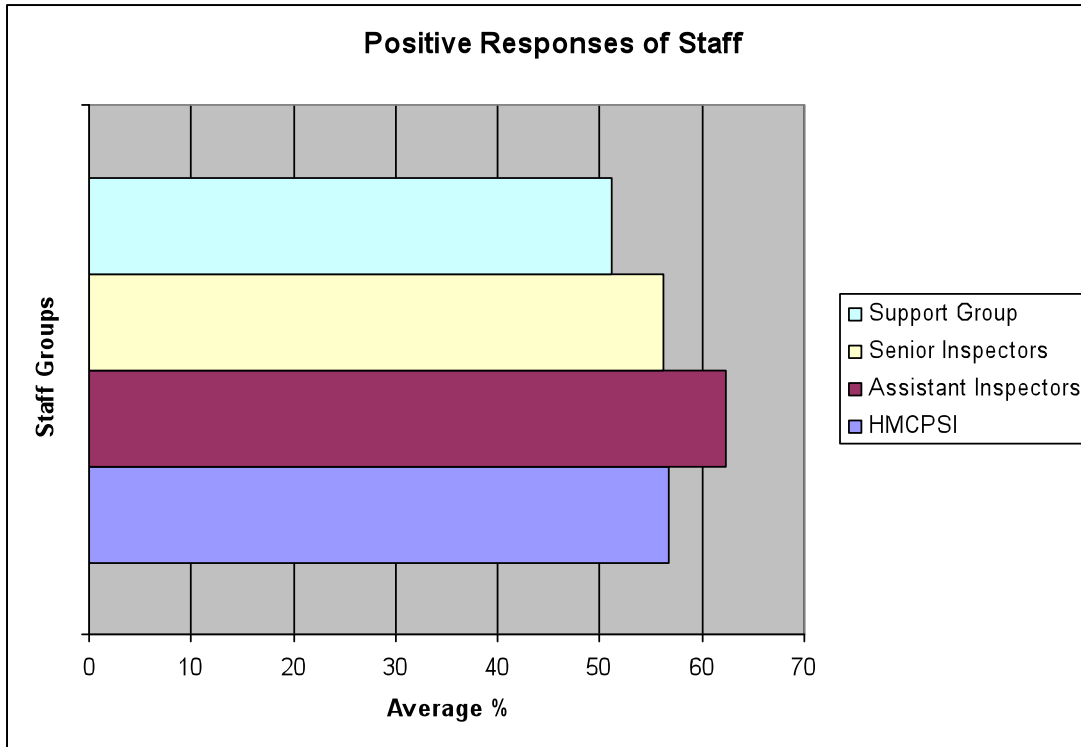
^{iv} See appendix 3

^v See appendix 4

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Appendix 1

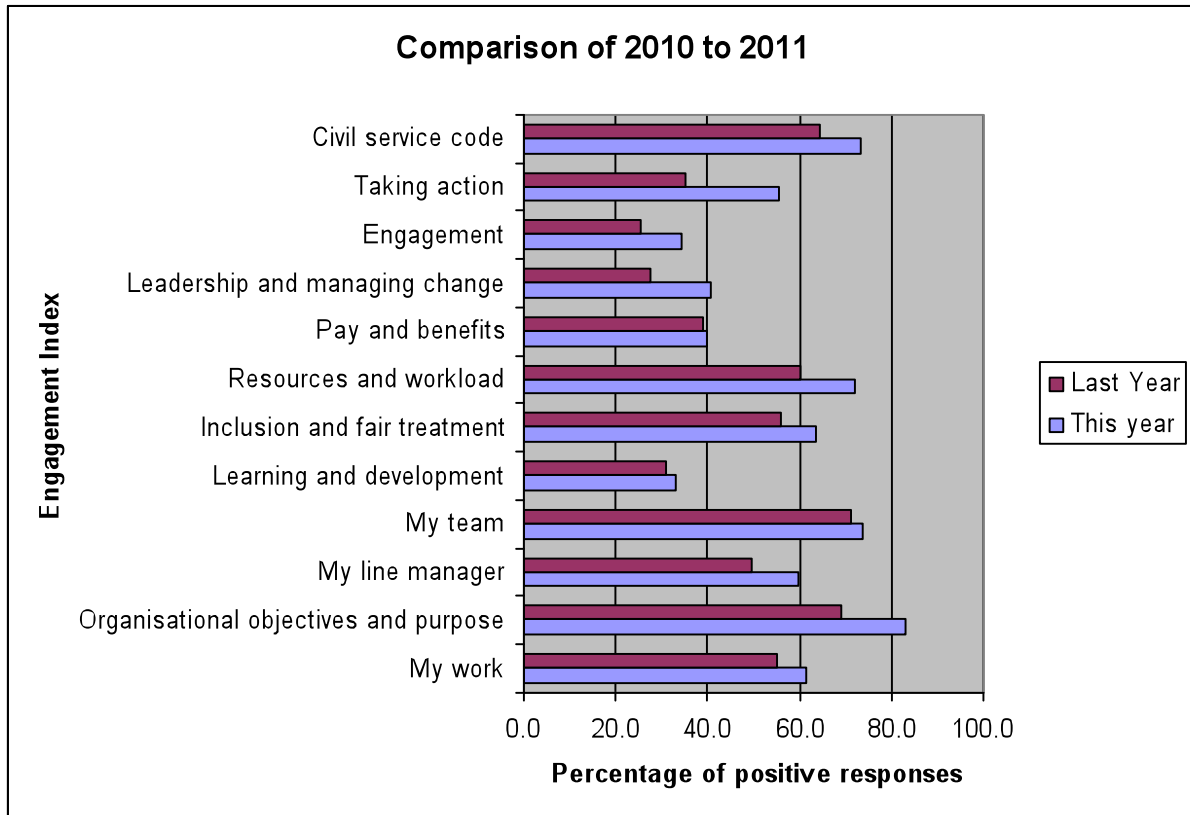
This is the overall positive attitude of each staff grouping.



Appendix 2

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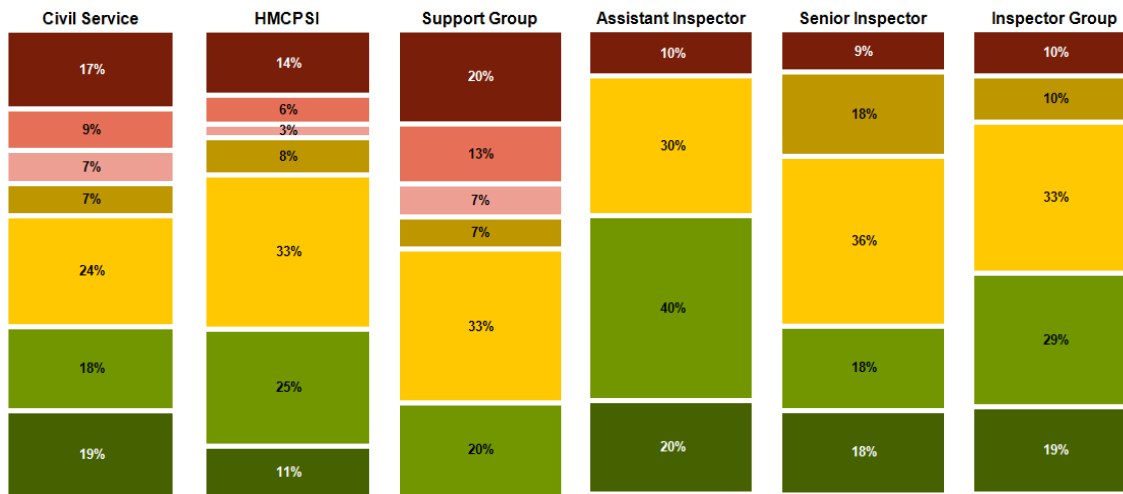
Please note that discrimination, harassment and bullying is taken out because the positive response is negative as it was a negatively phrased question.



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Appendix 3

Engagement 2011



- **Disengaged**
 Individuals who are consistently negative across all five engagement questions.

- **Disconnected**
 Individuals who do not feel attached or motivated by their organisation but are not publicly critical.

- **Critics**
 Individuals who are not proud to be part of their organisation and do not advocate it as a great place to work.

- **Disempowered**
 Individuals who are attached to their organisation but whom are neither advocates nor feel motivated by the organisation to 'strive'.

- **Uncertain**
 Individuals who consistently neither agree nor disagree across all five engagement questions.

- **Moderately Engaged**
 Individuals who are generally positive, but not strongly so.

- **Engaged**
 Individuals who are consistently positive across all five engagement questions.

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Appendix 4

