

HMCPsi

Returns: 37

Response rate: 100%

Your engagement index

52%

Difference from previous survey

+5 ✧

Difference from CS2011

-4 ✧

Difference from CS High Performers

-10 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2011
B50. I am proud when I tell others I am part of HMCPsi	41%	+11	-12 ✧
B51. I would recommend HMCPsi as a great place to work	31%	+21	-12 ✧

Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to HMCPsi	33%	+3	-12 ✧
--	-----	----	-------

Strive: motivated to do the best for the organisation...

B53. HMCPsi inspires me to do the best in my job	35%	+5	-3 ✧
B54. HMCPsi motivates me to help it achieve its objectives	32%	+6	-3 ✧

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these 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.


	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Leadership and managing change		41%	+13	+3 ✧	-6 ✧
My work		63%	+7	-8 ✧	-13 ✧
My line manager		60%	+10	-4 ✧	-8 ✧
Pay and benefits		40%	+1	+8 ✧	0 ✧
Learning and development		33%	+2	-9 ✧	-17 ✧
Resources and workload		72%	+12	-1 ✧	-4 ✧
Organisational objectives and purpose		83%	+14	+2 ✧	-3 ✧
My team		74%	+3	-3 ✧	-6 ✧
Inclusion and fair treatment		64%	+8	-10 ✧	-14 ✧


✧ = Statistically significant difference from comparison


Top three key driver themes in more detail

The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2011.

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

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change Strength of association with engagement: 			
B41. Senior managers in HMCPSI are sufficiently visible	62%	+42 ✧	+17 ✧
B43. I believe that the Chief Inspector has a clear vision for the future of HMCPSI	50%	+17	+11 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	43%	+10	+8 ✧
B46. When changes are made in HMCPSI they are usually for the better	30%	+3	+7 ✧
B42. I believe the actions of senior managers are consistent with HMCPSI's values	44%	+21 ✧	+6 ✧
B44. Overall, I have confidence in the decisions made by HMCPSI's senior managers	42%	+12	+5 ✧
B40. I feel that HMCPSI as a whole is managed well	38%	+8	-3 ✧
B49. I think it is safe to challenge the way things are done in HMCPSI	35%	+8	-3 ✧
B45. I feel that change is managed well in HMCPSI	19%	-4	-8 ✧
B47. HMCPSI keeps me informed about matters that affect me	43%	+13	-12 ✧

	% Positive	Diff. from previous survey	Difference from CS2011
My work Strength of association with engagement: 			
B01. I am interested in my work	92%	+2	+3
B03. My work gives me a sense of personal accomplishment	68%	+8	-5 ✧
B02. I am sufficiently challenged by my work	68%	+8	-7 ✧
B04. I feel involved in the decisions that affect my work	38%	+8	-12 ✧
B05. I have a choice in deciding how I do my work	51%	+8	-20 ✧

	% Positive	Diff. from previous survey	Difference from CS2011
My line manager Strength of association with engagement: 			
B12. My manager helps me to understand how I contribute to HMCPSI's objectives	62%	+25 ✧	+4 ✧
B09. My manager motivates me to be more effective in my job	65%	+12	+2 ✧
B15. I receive regular feedback on my performance	60%	+17	0
B10. My manager is considerate of my life outside work	78%	+12	0 ✧
B16. The feedback I receive helps me to improve my performance	54%	+8	-3
B17. I think that my performance is evaluated fairly	57%	0	-5 ✧
B11. My manager is open to my ideas	73%	+10	-6 ✧
B14. My manager recognises when I have done my job well	66%	+6	-10 ✧
B18. Poor performance is dealt with effectively in my team	26%	+2	-11 ✧
B13. Overall, I have confidence in the decisions made by my manager	57%	+10	-14 ✧

All questions by theme


This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

⚡ indicates statistically significant difference from comparison

% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2011
 Difference from CS High Performers

My work

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B01. I am interested in my work	35	57	8			92%	+2	+3	0
B02. I am sufficiently challenged by my work	32	35	14	14	5	68%	+8	-7 ⚡	-11 ⚡
B03. My work gives me a sense of personal accomplishment	16	51	22	5	5	68%	+8	-5 ⚡	-10 ⚡
B04. I feel involved in the decisions that affect my work		35	22	30	11	38%	+8	-12 ⚡	-22 ⚡
B05. I have a choice in deciding how I do my work	11	41	32	16		51%	+8	-20 ⚡	-26 ⚡

Organisational objectives and purpose

 :Strength of association with engagement

B06. I have a clear understanding of HMCPSI's purpose	16	68	16			84%	+4	0	-6
B07. I have a clear understanding of HMCPSI's objectives	16	59	19	5		76%	+9	-3 ⚡	-9 ⚡
B08. I understand how my work contributes to HMCPSI's objectives	24	65	8			89%	+29	+8 ⚡	+3 ⚡

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

⚡ indicates statistically significant difference from comparison



My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	19	46	16	14	5	65%	+12	+2 ⚡	-2 ⚡
B10. My manager is considerate of my life outside work	19	59	14	8		78%	+12	0 ⚡	-4 ⚡
B11. My manager is open to my ideas	22	51	14	14		73%	+10	-6 ⚡	-8 ⚡
B12. My manager helps me to understand how I contribute to HMCPSI's objectives	11	51	27	8		62%	+25 ⚡	+4 ⚡	-2 ⚡
B13. Overall, I have confidence in the decisions made by my manager	16	41	30	14		57%	+10	-14 ⚡	-18 ⚡
B14. My manager recognises when I have done my job well	14	51	17	14		66%	+6	-10 ⚡	-13 ⚡
B15. I receive regular feedback on my performance	9	51	23	14		60%	+17	0	-6 ⚡
B16. The feedback I receive helps me to improve my performance	9	46	31	9	6	54%	+8	-3	-7 ⚡
B17. I think that my performance is evaluated fairly	9	49	34	6		57%	0	-5 ⚡	-10 ⚡
B18. Poor performance is dealt with effectively in my team	23		60	9	6	26%	+2	-11 ⚡	-15 ⚡

My team

:Strength of association with engagement

B19. The people in my team can be relied upon to help when things get difficult in my job	22	59	16			81%	-9	-1 ⚡	-4 ⚡
B20. The people in my team work together to find ways to improve the service we provide	24	54	16			78%	-8	0 ⚡	-3 ⚡
B21. The people in my team are encouraged to come up with new and better ways of doing things	16	46	27	8		62%	+25 ⚡	-7 ⚡	-12 ⚡

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

⚡ indicates statistically significant difference from comparison



Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	51		30	11	5	54%	+17	0 ⚡	-9 ⚡
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	38		35	22	5	38%	-12	-7 ⚡	-14 ⚡
B24. There are opportunities for me to develop my career in HMCPSI	5	8	27	30	30	14%	+7	-18 ⚡	-25 ⚡
B25. Learning and development activities I have completed while working for HMCPSI are helping me to develop my career	24		38	5	30	27%	-3	-13 ⚡	-18 ⚡

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	11	54	27	5		65%	+3	-13 ⚡	-16 ⚡
B27. I am treated with respect by the people I work with	24	62		11		86%	0	+3 ⚡	0
B28. I feel valued for the work I do	5	49	30	11	5	54%	+27 ⚡	-5 ⚡	-12 ⚡
B29. I think that HMCPSI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	5	43	38	8	5	49%	+2	-22 ⚡	-28 ⚡

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

⚡ indicates statistically significant difference from comparison

% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2011
 Difference from CS High Performers

Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	22	59	11	8	81%	+21 ⚡	-1 ⚡	-5 ⚡	
B31. I get the information I need to do my job well	11	46	24	16	57%	+27 ⚡	-11 ⚡	-14 ⚡	
B32. I have clear work objectives	8	61	19	6	69%	+23 ⚡	-4 ⚡	-9 ⚡	
B33. I have the skills I need to do my job effectively	16	78	5		95%	+5	+7	+4	
B34. I have the tools I need to do my job effectively	14	68	19		81%	+4	+11 ⚡	+5 ⚡	
B35. I have an acceptable workload	5	59	27	5	65%	+5	+4 ⚡	0 ⚡	
B36. I achieve a good balance between my work life and my private life	8	49	27	16	57%	0	-11 ⚡	-17 ⚡	

Pay and benefits

:Strength of association with engagement

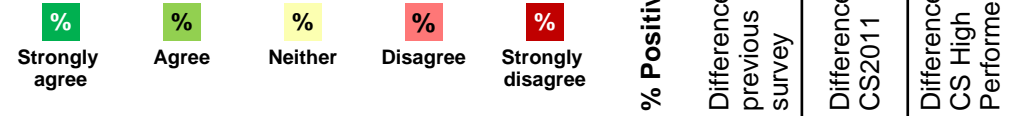
B37. I feel that my pay adequately reflects my performance	38	27	22	11	41%	+1	+8 ⚡	+1 ⚡
B38. I am satisfied with the total benefits package	35	22	32	8	38%	+1	+4 ⚡	-3 ⚡
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	35	19	32	41%	+1	+13 ⚡	+5 ⚡

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

⚡ indicates statistically significant difference from comparison



Leadership and managing change

: Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that HMCPSP as a whole is managed well	35	35	19	8	38%	+8	-3 ⚡	-17 ⚡	
B41. Senior managers in HMCPSP are sufficiently visible	59	14	24		62%	+42 ⚡	+17 ⚡	+3 ⚡	
B42. I believe the actions of senior managers are consistent with HMCPSP's values	42	25	28		44%	+21 ⚡	+6 ⚡	-6 ⚡	
B43. I believe that the Chief Inspector has a clear vision for the future of HMCPSP	6	44	31	14	6	50%	+17	+11 ⚡	-1
B44. Overall, I have confidence in the decisions made by HMCPSP's senior managers	39	33	17	8	42%	+12	+5 ⚡	-6 ⚡	
B45. I feel that change is managed well in HMCPSP	17	36	36	8	19%	-4	-8 ⚡	-17 ⚡	
B46. When changes are made in HMCPSP they are usually for the better	27	49	19		30%	+3	+7 ⚡	-2 ⚡	
B47. HMCPSP keeps me informed about matters that affect me	41	38	8	11	43%	+13	-12 ⚡	-19 ⚡	
B48. I have the opportunity to contribute my views before decisions are made that affect me	5	38	30	22	5	43%	+10	+8 ⚡	0 ⚡
B49. I think it is safe to challenge the way things are done in HMCPSP	5	30	32	22	11	35%	+8	-3 ⚡	-11 ⚡

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

⚡ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of HMCPSI	8	32	43	11	5	41%	+11	-12 ⚡	-25 ⚡
B51. I would recommend HMCPSI as a great place to work	8	22	42	19	8	31%	+21	-12 ⚡	-24 ⚡
B52. I feel a strong personal attachment to HMCPSI	6	28	42	17	8	33%	+3	-12 ⚡	-20 ⚡
B53. HMCPSI inspires me to do the best in my job	8	27	38	19	8	35%	+5	-3 ⚡	-14 ⚡
B54. HMCPSI motivates me to help it achieve its objectives	5	27	41	16	11	32%	+6	-3 ⚡	-13 ⚡
Taking action									
B55. I believe that senior managers in HMCPSI will take action on the results from this survey	16	38	30	11	5	54%	+27 ⚡	+15 ⚡	+4 ⚡
B56. I believe that managers where I work will take action on the results from this survey	16	41	22	19		57%	+13	+8 ⚡	+1 ⚡
B57. Where I work, I think effective action has been taken on the results of the last survey	16	30	32	11	11	46%	-	+17 ⚡	+9 ⚡

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for HMCPsi?

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave HMCPsi as soon as possible		11%	0	+3	+1
I want to leave HMCPsi within the next 12 months		22%	0	+11	+7
I want to stay working for HMCPsi for at least the next year		41%	-2	+13	+6 [^]
I want to stay working for HMCPsi for at least the next three years		27%	+2	-27	-33

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	-1	+6 [^]	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	+10	+8 [^]	+1
D03. Are you confident that if you raised a concern under the Civil Service Code in HMCPsi it would be investigated properly?		39	61%	+18	-3 [^]	-10 [^]

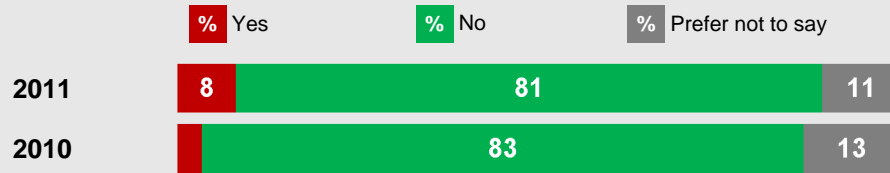
[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

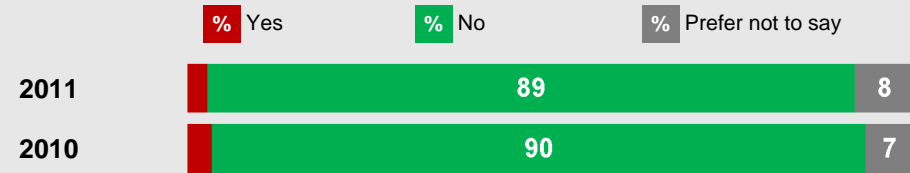
All questions by theme

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 E01.

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

Ground	Response count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	--
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

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

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	--
Your manager	--
Another manager in my part of HMCPSI	--
Someone you manage	--
Someone who works for another part of HMCPSI	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

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 2010 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✦

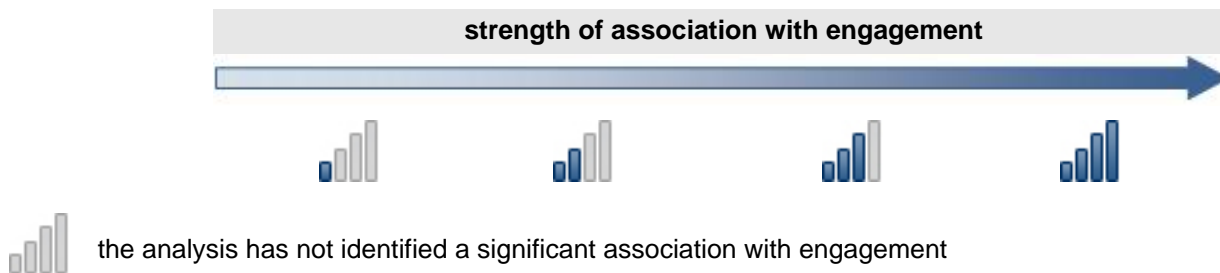
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2011 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the 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.