

## **HMCPST 2011 Staff Survey results**

### Returns

HMCPST had a 100% response rate of all staff present (one Assistant Inspector was absent during the go live period).

There were 11 returns for the Senior Inspector Group (100%), 10 for the Assistant Inspector Group (91%) and 16 for the Support Group (100%).

### Engagement Index

HMCPST achieved an overall engagement index of 52%, a significant increase of +5% compared to last year.

#### Senior Inspectors

- This group achieved an engagement index of 55%.
- Compared to last year, this group has shown the highest increase in their engagement score at +22%, a significant increase.
- Compared to HMCPST, there has been a significant increase in engagement at +3%.

#### Assistant Inspectors

- This group achieved the highest engagement index of 60% and of the three groups are the most engaged.
  - This may be due to a number of new Assistant Inspectors joining HMCPST during 2011 – four in total.
- Compared to HMCPST, this group have shown the highest increase in engagement at +8%.
  - Note there were insufficient numbers in this group last year to have a comparison with last year.

#### Support Group

- This group achieved the lowest engagement index of 44% and of the three groups are the least engaged.
- Compared to last year, there has been a significant decrease in engagement at -8%.
- Compared to HMCPST, there has also been a significant decrease in engagement at -7%.

### Key for % scores

10% for Senior and Assistant Inspectors equate to one person whereas 6.25% equates to one person.

### Three elements of engagement – SAY, STAY and STRIVE

SAY: speaks positively of HMCPST

STAY: emotionally attached and committed to HMCPST

STRIVE: motivated to do the best for HMCPST

#### Senior Inspectors

- Overall there have been large increases across all three elements of engagement compared to last year.
- Compared to HMCPST, there has been a particular large increase under STAY – Senior Inspectors have a strong personal attachment to HMCPST.
  - This may be due to the very composition of this group. It is comprised of two SCS and, as a result of a fairly recent restructure of the Senior

Inspector Group, four Senior Inspectors have additional responsibilities including line management and participate at IMB meetings on a quarterly basis.

- There are fairly low % positive scores under two of the elements: SAY – less than a third of Senior Inspectors would recommend HMCPST as a great place to work and just over a third are proud to tell others they are part of HMCPST and STRIVE – less than a third believed HMCPST motivated them to help it achieve its objectives and just over a third believe HMCPST inspired them to do the best in their job.

#### Assistant Inspectors

- Compared to HMCPST, overall it is very positive with some large increases, particularly under the elements: SAY – speaks positively of HMCPST and STRIVE – HMCPST motivates them to achieve its objectives.
- However, there is only a third who has given a % positive score for STAY- strong personal attachment to HMCPST.
  - This may be due to more than half the Assistant Inspectors being on loan from the CPS or on a Fixed Term Contract.

#### Support Group

- Compared to last year, there has been a decrease across all the elements of engagement, particularly under the elements STAY and STRIVE.
- Compared to HMCPST, again there has been a decrease across all the elements, particularly under SAY – they would not recommend HMCPST as a great place to work and STAY – they do not have any strong personal attachment to HMCPST.
- This is mirrored in the very low % positive score given for both these elements. In fact, either a third or less than a third rated any of the three elements as positive.
  - There have been a number of recognised issues with line management of the Support Group, supported by information provided through exit interviews and further unexplored issues which will no doubt form part of any action plan for 2012.

#### Nine themes or drivers of engagement

Leadership and managing change

My work

My line manager

Pay and benefits

Learning and development

Resources and workload

Organisational objectives and purpose

My team

Inclusion and fair treatment

#### Senior Inspectors

- Compared to last year, overall very positive with large increases across most of the nine drivers of engagement.
- Compared to HMCPST, there has been a large increase under Pay and Benefits.
  - This is probably due to the SCS and Senior Inspectors being in the highest paid group in HMCPST and having correspondingly better benefits compared to the rest of HMCPST.

- Large % positive scores achieved across the nine elements apart from just over a third rating Leadership and managing change as positive and under a third rated Learning and development as positive. The highest % positive score is Organisational objectives and purpose.
  - It would appear that these two areas, Leadership and managing change and Learning and development, require further exploration.

#### Assistant Inspectors

- Compared to HMCPSI, positive increases across all nine drivers of engagement, particularly for Leadership and managing change and My team.
  - Assistant Inspectors are most engaged over all of the elements of engagement including the leadership at HMCPSI and their team apart from Pay and benefits and Organisational objectives and purpose, for which Senior Inspectors score higher.

#### Support Group

- Compared to last year, a particular decrease for My line manager and My team.
  - Issues with my line manager and my team would suggest the line manager is having a negative impact on their team in this group.
- Compared to HMCPSI, there has been a decrease across all nine drivers, with a particular decrease for Pay and benefits.
  - This probably relates to there being a pay freeze for the second year running as well as changes to pensions, which are more keenly felt by this group, being the lowest paid group in HMCPSI.
- Across the nine drivers, just over a third rated Leadership as positive, a third for Learning and development and a quarter for Pay and benefits.
  - In addition to pay and benefits mentioned above, this group is the least likely to benefit from any secondment or loan opportunities to other government departments compared to the other two groups.
  - In terms of leadership, this group is more reliant on information being passed down to them through their line managers and are furthest away from the senior management group in terms of having any input to decision making.

#### Top three key driver themes

Leadership and managing change

My work

My line manager

#### Senior Inspectors

Leadership and managing change

- Compared to last year, there are large increases across all the questions under Leadership and managing change.
- Compared to HMCPSI, there has been a particular increase in Senior Inspectors having the opportunity to contribute their views before decisions are made.
  - This may relate to four Senior Inspectors now participating at IMB meetings and the fact the two SCS are in this group.
- However, there has been a decrease in Senior Inspectors feeling that HMCPSI is managed well, confidence in the decisions made by senior

managers, senior managers being sufficiently visible and their actions being consistent with HMCPSI's values.

- This is mirrored in the low % positive scores for these questions. There has also been a particularly low % positive score for Senior Inspectors feeling change is managed well and changes are usually made for the better.

#### My work

- Compared to last year, generally large increases across the different questions.
- Compared to HMCPSI, an increase in Senior Inspectors being sufficiently challenged by their work but decrease in them having a choice in deciding how they do their work.
- A fairly low positive score for having a choice in how they do their work, just over a third but high scores for being interested in their work and being sufficiently challenged by their work.

#### My line manager

- Compared to last year, generally large increases across the different questions.
  - Senior inspectors rate their manager highly compared to last year.
- However, compared to HMCPSI, a slight decrease across the different questions including their manager motivates them, having confidence in the decisions made by their manager and their manager helping them to understand how they contribute to HMCPSI's objectives.
- A low % positive score for whether poor performance was dealt with effectively in their team.
  - This may simply mean there is no perceived poor performance among the Senior Inspectors and thus a low positive rating was given.

#### Assistant Inspectors

##### Leadership and managing change

- Compared to HMCPSI, generally large increases for many of the questions under this theme, with a slight decrease for changes are made usually for the better.
- Low % positive score for change is managed well and changes are usually made for the better.
  - This may rest with the fact that some of the Assistant Inspectors are new to HMCPSI and or compare how change is managed within their parent organisation.

#### My work

- Compared to HMCPSI, an increase of feeling involved in the decisions that affect their work.
- A score of 100%, all Assistant Inspectors are interested in their work.

#### My line manager

- Compared to HMCPSI, increases across many of the questions under this theme. A slight decrease for poor performance is dealt with effectively in their team.
- This was mirrored in the very low % positive score for this question.
  - As above, this may mean there is no perceived poor performance by Assistant Inspectors.
- There were high % positive scores for several of the questions related to Assistant Inspectors having confidence in the decisions made by their

manager, their manager motivates them in their job, their manager is open to their ideas and is considerate of their life outside work.

## Support Group

### Leadership and managing change

- Compared to last year, there are some increases against some of the questions under this theme: changes are usually for the better, actions of senior managers are consistent with HMCPSI's values, and the Chief Inspector has a clear vision for the future and a large increase for senior managers being sufficiently visible.
  - Since the last survey, the Chief Inspector has made several positive changes eg surgeries with the Chief Inspector, visits to York, regular Operational Bulletins, floor meetings.
- However, there was also a decrease for several of the questions this year compared to last; mainly HMCPSI as a whole is managed well, being kept informed about matters that affect them.
  - This may relate more to line management and not being kept informed by their line managers of matters that affect them.
- Compared to HMCPSI, these decreases were consistent and also included decreases for other questions like having the opportunity to contribute their views and challenging the way things are done.
  - Again, line management issues.
- There were several low % scores for several of the questions under this theme which are consistent with the above mentioned decreases including change is managed well.

### My work

- Compared to last year, there has been an increase amongst Support staff being interested in their work but a decrease in those who feel involved in the decisions that affect their work.
- Compared to HMCPSI, there has been a slight increase in staff having a choice in deciding how to do their work but also some decreases such as being sufficiently challenged by their work and feeling involved in the decisions that affect their work.
- This is also reflected in the low % positive score of feeling involved in the decisions that affect their work yet a relatively high score for being interested in their work.
  - There have been a number of new staff join the Support Group as well as some role changes within the Support team this year that may have a bearing on these responses.

### My line manager

- Compared to last year, some large decreases under several of these questions against the line manager theme.
  - Line management seems to be a consistent theme throughout these results.
- Compared to HMCPSI, some positive increases such as poor performance is dealt with effectively in their team and their manager helps them to understand how they contribute to HMCPSI's objectives but a decrease of their manager recognises them when they have done their job well although half the Support Group believed their manager did recognise them for jobs done well.

- A balance between objective setting and recognition for support staff needs to be achieved.
- A high % of support staff thought their manager was considerate of their life outside work.

### All questions by theme

#### Senior Inspectors

##### Work

- Compared to last year, overall it is positive, with a large increases to several of the questions.
- Compared to HMCPSI, there has been an increase of Senior Inspectors being sufficiently challenged by their work but a decrease in having a choice in deciding how they do their work. (Equates to about 1-2 people each question).
- This is mirrored in the low % positive score of about a third having a choice in deciding how they do their work yet there are high scores for being interested in their work and being sufficiently challenge by their work.

#### Organisational objectives and purpose

- Compared to last year, large increases to the questions.
- Compared to HMCPSI, an increase in understanding of HMCPSI's objectives (equates to 1-2 people).
- High % positive scores for each of these questions.

#### My line manager

- Compared to last year, large increases to many of the questions.
- Compared to HMCPSI, a slight decrease to their manager motivates them (equates to one person), their manager helps them to understand how they contribute to HMCPSI's objectives (two people), and they have confidence in the decisions made by their manager (one person).
- Low % positive score for how poor performance is dealt with.

#### My team

- Compared to last year, a very large increase to people being encouraged to come up with new and better ways of doing things but a decrease to people can be relied upon to help when things get difficult.
- Compared to HMCPSI, a slight increase to people being encouraged to come up with new and better ways of doing things.
  - This may be related to the fact that more Senior Inspectors are participating at IMB meetings but also a reflection of new leadership as the Chief Inspector has been with HMCPSI for the last 18 months.

#### Learning and development

- Compared to last year, a large increase for being able to access the right L&D opportunities and having opportunities to develop their career but a decrease in the L&D having helped to improve their performance.
- Compared to HMCPSI, a decrease in L&D having helped improve their performance (equates to two people).
- Some low % positive scores on L&D.
  - SCS and Senior Inspectors may feel that further training may not improve their skills.

#### Inclusion and fair treatment

- Compared to last year, there are some large increases to these questions but a slight decrease to being fairly treated at work (equates to one person).
- Compared to HMCPSI, a slight increase to being treated with respect (equates to two people) but a slight decrease to being treated fairly at work.
- A 100% positive score for being treated with respect by the people they work for.
  - It would be expected that senior management are treated with respect by other senior managers as well as other staff.

#### Resources and workload

- Compared to last year, there are several large increases to these questions and overall it's positive.
- Compared to HMCPSI, there is a slight increase to having clear objectives but a slight decrease to getting the information they need and having an acceptable workload (equates to one person).
- A 100% positive score for having the skills needed to do the job effectively.

#### Pay and benefits

- Compared to last year, increases to all these questions.
- Compared to HMCPSI, increases regarding pay reflecting performance and feeling pay is reasonable.

#### Leadership and managing change

- Compared to last year, increases across all these questions, some large.
- Compared to HMCPSI, an increase in having the opportunity to contribute their views before decisions are made (equates to two people) but a decrease to senior managers being sufficiently visible, senior managers actions being consistent with HMCPSI's values and having confidence in decisions made by senior managers (equates to two people each question) and a slight decrease in feeling HMCPSI is managed well (one person).
- Some low % positive scores, particularly for believing the actions of senior managers are consistent with HMCPSI's values, having confidence in the decisions made by senior managers and feeling change is managed well.

#### Engagement

- Compared to last year, overall positive with some large increases to these questions.
- Compared to HMCPSI, a large increase to feeling a strong personal attachment to HMCPSI.
- A low % positive score of less than a third to some questions: recommending HMCPSI's as a great place to work and HMCPSI motivating them to help it achieve its objectives.

#### Taking action

- Compared to last year, an increase to questions.
- Compared to HMCPSI a slight decrease in senior managers believing senior managers will take action on the results (equates to one person).

#### Plans for the future

- 18% (equates to two people) want to leave HMCPSI within the next 12 months whereas the remainder want to stay for at least one year.

#### Civil Service Code

- Just under a half believe that if they raised a concern under the Civil Service Code it would be investigated properly.

#### Discrimination, harassment and bullying

- One person would prefer not to say whether they have experienced discrimination and or bullying or harassment at work.

#### Assistant Inspectors

##### My work

- Compared to HMCPSI, a slight increase in feeling involved in the decisions that affect their work (equates to one person).
- 100% were interested in their work.

##### Organisational objectives and purpose

- Compared to HMCPSI, very small changes to these questions.
- Large % positive scores to having a clear understanding of HMCPSI's purpose and how their work contributes to HMCPSI's values.

##### My line manager

- Compared to HMCPSI, several increases across many questions, mainly their manager motivates them to be more effective in their job, having confidence in the decisions made by their manager, their manager recognising when they have done a job well, feedback helps them to improve their performance and performance is evaluated fairly. A slight decrease to question on how poor performance is dealt with.
- A very low % positive score for the same question on poor performance.
- High % scores for their manager motivates them to effective in their job, is considerate of their life outside work and is open to their ideas.

##### My team

- Compared to HMCPSI, a general increase to questions relating to their team.
- A 100% believe people in their team can be relied upon to help when things get difficult and 90% that their team work together to find ways to improve the service.

##### Learning and development

- Compared to HMCPSI, generally an increase to these questions, particularly L&D have helped to improve performance and are helping them to develop their career.
  - Several Assistant Inspectors are on loan from the CPS and they may believe their loan to HMCPSI is helping their careers when they return to the CPS.
- A low % positive score for having opportunities to develop their career in HMCPSI.
  - HMCPSI is a very small organisation and there are limited opportunities for promotion to Senior Inspector level.

##### Inclusion and fair treatment

- Compared to HMCPSI, there has been a slight increase in being treated fairly at work (1-2 people).
- There are high % positive scores for Assistant Inspectors being treated fairly at work and with respect by the people they work with.

##### Resources and workload

- Compared to HMCPSI, there has been an increase under this theme, particularly for getting the information they need to do their job well, having an

acceptable workload and achieving a good balance between their work and private life.

- In terms of having a good work life balance, three Assistant Inspectors are piloting the Compressed Hours scheme under the Flexible Working Policy that was introduced earlier this year.
- A 100% believe they have the skills needed to do their job effectively and there are several other high % positive scores under the other questions.

#### Pay and benefits

- Compared to HMCPSI, there has been a slight increase in feeling their pay reflects their performance and being satisfied with the total benefits package.
  - Assistant Inspectors on loan from the CPS have retained their pay increases in line with CPS policy.
- Half gave % positive scores for both the above questions.

#### Leadership and managing change

- Compared to HMCPSI, there were many increases, some large, to questions across this theme.
  - Again, a number of Assistant Inspectors are new to HMCPSI, on loan from the CPS.
- Low % positive scores for feeling that changes are managed well in HMCPSI and changes are usually made for the better.
  - This may relate to the fact there are a number of new Assistant Inspectors and they are undecided or that existing Assistant Inspectors believe this to be the case.
- A high % positive score for believing senior managers are sufficiently visible.

#### Engagement

- Compared to HMCPSI, there are generally increases to these questions, in particular, they are proud when they tell others they are part of HMCPSI, they would recommend HMCPSI as a great place to work and HMCPSI motivates them to help it achieve its objectives.
- However, only a third feel a strong personal attachment to HMCPSI.
  - As stated above, this may be related to the fact that several are on loan from the CPS.

#### Taking action

- Compared to HMCPSI, there are increases to all these questions and in particular, high % positive scores for believing senior managers as their manager will take action on the results.

#### Plans for the future

- 10% equivalent to one person wants to leave as soon as possible. The remainder are split evenly between wanting to leave within the next 12 months, staying for next year or for the next three years.
  - Again, this may relate to the different time periods when loans to HMCPSI expire.

#### The Civil Service Code

- A number would benefit from being made aware of how to raise a concern under the Civil Service Code and being confident it would be investigated properly.

#### Discrimination, harassment and bullying

- One person claims to have experienced discrimination at work with another person preferring not to say.
- There has been no bullying or harassment in this group.

#### Support Group

##### My work

- Compared to last year, there has been an increase to people being interested in their work (two people) but a decrease to feeling involved in the decisions that affect their work (two people).
- Compared to HMCPSI, there has been a decrease in being sufficiently challenged by their work (two people) and feeling involved in the decisions that affect their work (two people) whereas there has been an increase in having a choice in deciding how they do their work (two people).
- The vast majority are interested in their work but a low number are involved in the decisions that affect their work.

#### Organisational objectives and purpose

- Compared to last year, there has been an increase in their understanding of how their work contributes to HMCPSI's objectives (about four people).
- There are also high % positive score in support of the above point as well as having a clear understanding of HMCPSI's purpose.

#### My line manager

- Compared to last year, the trend is negative, with many large decreases across the questions under this theme. In particular, there is a decrease in people believing their manager motivates them to be more effective in their job (equates to three people), their manager is considerate of their life outside work (three people), having confidence in the decisions made by their manager (four people), their manager recognising them when they have done their job well (three people), feedback helps them to improve their performance (three people) and their performance is evaluated fairly (three people).
- Compared to HMCPSI, there has been an increase in their managers helps them to understand how they contribute to HMCPSI's objectives (two people) and poor performance is dealt with effectively (two people).
- The highest % percentage scores relate to their manager is considerate of their life outside work, open to their ideas and understand how they contribute to HMCPSI's values otherwise the % positive score is around 50%.

#### My team

- Compared to last year, there has been a decrease in people working together to find ways to improve the service they provide (two people )and being encouraged to come up with new and better ways of doing things (four people).
- Similarly compared to HMCPSI, there has been a decrease to the same two questions, equivalent to about two people each question.

#### Learning and development

- Compared to last year, there has been an increase in the number of people being able to access the right L&D opportunities (three to four people) but a

- decrease in L&D having helped them to improve their performance (three people) and helping them to improve their career (two people).
- There is an extremely low % positive score for opportunities to develop their career in HMCPST and similarly low score for L&D helping them to develop their careers.
    - As HMCPST is a relatively small organisation, there are very limited opportunities for support staff to develop their careers within HMCPST. However, it does offer staff many opportunities that are available from within the Civil Service and other approved bodies.
    - Secondments and loans to other government departments are not generally open to Support Staff.

#### Inclusion and fair treatment

- Compared to last year, there has been an increase in staff feeling valued for the work they do (four people) but a decrease in HMCPST respecting individual differences (two people).
- There is a fairly high % positive score for people being treated with respect by the people they work with.

#### Resources and workload

- Compared to last year, there has been an increase in people getting the information they need to do their job well (four people) whereas there has been a decrease in the number of people achieving a good work life balance (four people) and having an acceptable workload (one to two people).
  - There are a few cases where people juggle home responsibilities and or their own health with holding down a full time job.
- In terms of % positive scores, the majority felt they had the skills and tools to do their job effectively and were clear of what was expected of them.

#### Pay and benefits

- Compared to last year, there has been a decrease with being satisfied with the total benefits package.
- Compared to HMCPST there has been a similar decrease including a decrease in pay reflecting their performance and their pay being reasonable.
- There were low % positive score across each of these questions.
  - As mentioned above, the Support Group will feel more keenly than any other group the pay freeze and the additional pension contributions that they will be required to make as well as the extension to their retirement age.

#### Leadership and change

- Compared to last year, there has been some increases such as senior managers are sufficiently visible, actions of senior managers are consistent with HMCPST's values, the Chief Inspector has a clear vision for the future and also some decreases such as HMCPST is well managed and HMCPST keeps them informed about matters that affect them.
- Compared to HMCPST, there has been a decrease in feeling HMCPST is managed well, keeping them informed and thinking it is safe to challenge the way things are done.
- There are some correspondingly low % positive scores for the above questions compared to HMCPST including change is managed well in HMCPST.

### Engagement

- Compared to last year, there has been a decrease across all the questions, particularly for feeling a strong personal attachment to HMCPSI, HMCPSI inspires them to do the best in their job and motivates them to help it achieve its objectives.
- Compared to HMCPSI, there is also a decrease in recommending HMCPSI as a great place to work.
- There are low % positive scores under all the questions in this theme, some very low, particularly for recommending HMCPSI as a great place to work and feeling a strong personal attachment to HMCPSI.

### Taking action

- Compared to last year, there is a decrease in people believing managers will take action on the results of this survey.
- Compared to HMCPSI, there is a decrease across all the questions.
- There is a low % score, less than a third of people effective action has been taken on the results of the last survey.

### Plans for the future

- There are about two people who want to leave as soon as possible, four who want to leave within the next 12 months and the rest (63%) want to stay for the next year and beyond.

### The Civil Service Code

- Compared to last year, there has been a decrease in people being aware of the Code but an increase of those being aware of how to raise a concern under the code.
- Compared to HMCPSI, there has been a decrease to both the above questions.

### Discrimination, harassment and bullying

- Around two people have experienced discrimination at work with around a further two people preferring not to say.
- There is one person who has experienced bullying and harassment at work with around a further two preferring not to say.

M Carrington  
30.11.11