

Your engagement index

58%

Difference from
previous survey

+1

Difference from
CS2010

+1 ✧

Difference from CS High
Performers

-4 ✧

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 CS2010
B50. I am proud when I tell others I am part of HSE	53%	+1	-2 ✧
B51. I would recommend HSE as a great place to work	52%	-1	+10 ✧

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

B52. I feel a strong personal attachment to HSE	50%	+4 ✧	+4 ✧
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Strive: motivated to do the best for the organisation...










B53. HSE inspires me to do the best in my job	40%	+4 ✧	+1
B54. HSE motivates me to help it achieve its objectives	36%	+4 ✧	+1

✧ = 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 CS2010	Difference from CS High Performers
Leadership and managing change		35%	+4 ✧	-2 ✧	-11 ✧
My work		77%	0	+6 ✧	+2 ✧
My line manager		67%	+3 ✧	+2 ✧	-1 ✧
Organisational objectives and purpose		80%	+3 ✧	-1 ✧	-6 ✧
Learning and development		46%	-4 ✧	+3 ✧	-3 ✧
Resources and workload		72%	+2 ✧	-1 ✧	-5 ✧
Pay and benefits		42%	+1	+5 ✧	0
My team		78%	+3 ✧	+1 ✧	-2 ✧
Inclusion and fair treatment		77%	0	+4 ✧	+1 ✧


✧ = 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 the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Diff. from CS2010
Leadership and managing change Strength of association with engagement: 			
B42. I believe the actions of Senior Management Team (SMT) are consistent with HSE's values	40%	+7 ◇	+1
B47. HSE keeps me informed about matters that affect me	55%	+4 ◇	0
B49. I think it is safe to challenge the way things are done in HSE	39%	+2	0
B40. I feel that HSE as a whole is managed well	41%	+7 ◇	0
B44. Overall, I have confidence in the decisions made by HSE's Senior Management Team (SMT)	35%	+7 ◇	-1
B43. I believe that Senior Management Team (SMT) has a clear vision for the future of HSE	34%	+2 ◇	-1
B48. I have the opportunity to contribute my views before decisions are made that affect me	28%	0	-4 ◇
B41. Senior Management Team (SMT) in HSE are sufficiently visible	40%	+4 ◇	-5 ◇
B45. I feel that change is managed well in HSE	21%	+4 ◇	-6 ◇
B46. When changes are made in HSE they are usually for the better	16%	0	-7 ◇

My work Strength of association with engagement: 			
B05. I have a choice in deciding how I do my work	79%	0	+9 ◇
B02. I am sufficiently challenged by my work	82%	+1	+9 ◇
B03. My work gives me a sense of personal accomplishment	79%	0	+7 ◇
B04. I feel involved in the decisions that affect my work	55%	-2	+6 ◇
B01. I am interested in my work	91%	0	+3 ◇







My line manager Strength of association with engagement: 			
B10. My manager is considerate of my life outside work	83%	+4 ◇	+5 ◇
B17. I think that my performance is evaluated fairly	67%	+3 ◇	+5 ◇
B13. Overall, I have confidence in the decisions made by my manager	73%	+3 ◇	+5 ◇
B15. I receive regular feedback on my performance	64%	+4 ◇	+4 ◇
B11. My manager is open to my ideas	81%	+2 ◇	+4 ◇
B14. My manager recognises when I have done my job well	80%	+5 ◇	+3 ◇
B09. My manager motivates me to be more effective in my job	65%	+5 ◇	+3 ◇
B16. The feedback I receive helps me to improve my performance	59%	+3 ◇	+2 ◇
B12. My manager helps me to understand how I contribute to HSE's objectives	60%	+4 ◇	+1 ◇
B18. Poor performance is dealt with effectively in my team	35%	+2	-2 ◇

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 CS2010	Difference from CS High Performers
My work									
 :Strength of association with engagement									
B01. I am interested in my work	45	47	5			91%	0	+3 ◇	0
B02. I am sufficiently challenged by my work	35	47	9	7		82%	+1	+9 ◇	+4 ◇
B03. My work gives me a sense of personal accomplishment	28	51	11	8		79%	0	+7 ◇	+2 ◇
B04. I feel involved in the decisions that affect my work	13	42	23	17	6	55%	-2	+6 ◇	-2 ◇
B05. I have a choice in deciding how I do my work	20	59	13	7		79%	0	+9 ◇	+2 ◇
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of HSE's purpose	27	59	9	4		86%	+4 ◇	+1 ◇	-4 ◇
B07. I have a clear understanding of HSE's objectives	20	57	16	6		77%	+4 ◇	0	-9 ◇
B08. I understand how my work contributes to HSE's objectives	22	57	14	5		79%	+2 ◇	-2 ◇	-7 ◇

All questions by theme

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






	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My line manager									
:Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	17	48	21	11	4	65%	+5 ◇	+3 ◇	-2 ◇
B10. My manager is considerate of my life outside work	36	47	11	4		83%	+4 ◇	+5 ◇	+1
B11. My manager is open to my ideas	30	51	13	4		81%	+2 ◇	+4 ◇	0
B12. My manager helps me to understand how I contribute to HSE's objectives	14	46	28	10		60%	+4 ◇	+1 ◇	-4 ◇
B13. Overall, I have confidence in the decisions made by my manager	24	49	17	6	4	73%	+3 ◇	+5 ◇	-1
B14. My manager recognises when I have done my job well	30	50	13	5		80%	+5 ◇	+3 ◇	0
B15. I receive regular feedback on my performance	17	47	21	12		64%	+4 ◇	+4 ◇	-1
B16. The feedback I receive helps me to improve my performance	15	43	29	9		59%	+3 ◇	+2 ◇	-2 ◇
B17. I think that my performance is evaluated fairly	17	50	22	8	4	67%	+3 ◇	+5 ◇	0
B18. Poor performance is dealt with effectively in my team	6	29	42	16	6	35%	+2	-2 ◇	-6 ◇
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	33	51	10	4		85%	+2 ◇	+2 ◇	-1
B20. The people in my team work together to find ways to improve the service we provide	26	52	15	6		78%	+3 ◇	0	-4 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	22	49	19	8		71%	+3 ◇	+1	-4 ◇

All questions by theme

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

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	9	47	24	17	4	56%	-7 ◇	0	-8 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	42	34	10		53%	-1	+5 ◇	0
B24. There are opportunities for me to develop my career in HSE	4	26	28	25	16	30%	-8 ◇	+2 ◇	-6 ◇
B25. Learning and development activities I have completed while working for HSE are helping me to develop my career	8	38	31	15	7	46%	0	+5 ◇	0
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	24	58	11	5		82%	0	+4 ◇	+1
B27. I am treated with respect by the people I work with	27	58	10			86%	-2 ◇	+2 ◇	-1 ◇
B28. I feel valued for the work I do	17	50	20	9	4	67%	+1	+7 ◇	+2 ◇
B29. I think that HSE respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	19	55	19	5		74%	+1	+3 ◇	-2 ◇

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Resources and workload									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	17	63	13	6		80%	+4 ◇	-2 ◇	-6 ◇
B31. I get the information I need to do my job well	10	55	22	11		65%	+4 ◇	-2 ◇	-5 ◇
B32. I have clear work objectives	13	60	18	7		73%	+3 ◇	-1	-6 ◇
B33. I have the skills I need to do my job effectively	20	65	12			85%	+1	-4 ◇	-6 ◇
B34. I have the tools I need to do my job effectively	11	57	19	10		69%	-2	-3 ◇	-7 ◇
B35. I have an acceptable workload	7	55	18	16	4	62%	+3 ◇	0	-5 ◇
B36. I achieve a good balance between my work life and my private life	15	55	17	10		70%	+1	0	-3 ◇
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	4	40	24	22	9	45%	+3 ◇	+7 ◇	0
B38. I am satisfied with the total benefits package	6	41	29	19	6	46%	-2	+7 ◇	0
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	32	26	26	12	36%	0	+5 ◇	-3 ◇

All questions by theme

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


	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change									
■ ■ ■ :Strength of association with engagement									
B40. I feel that HSE as a whole is managed well	38		33	20	7	41%	+7 ◇	0	-13 ◇
B41. Senior Management Team (SMT) in HSE are sufficiently visible	4	36	31	22	8	40%	+4 ◇	-5 ◇	-20 ◇
B42. I believe the actions of Senior Management Team (SMT) are consistent with HSE's values	4	36	47	9	4	40%	+7 ◇	+1	-11 ◇
B43. I believe that Senior Management Team (SMT) has a clear vision for the future of HSE	4	30	44	16	6	34%	+2 ◇	-1	-13 ◇
B44. Overall, I have confidence in the decisions made by HSE's Senior Management Team (SMT)	4	31	42	15	7	35%	+7 ◇	-1	-12 ◇
B45. I feel that change is managed well in HSE	20		35	30	13	21%	+4 ◇	-6 ◇	-18 ◇
B46. When changes are made in HSE they are usually for the better	15		46	28	10	16%	0	-7 ◇	-16 ◇
B47. HSE keeps me informed about matters that affect me	4	51	28	12	5	55%	+4 ◇	0	-7 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	26		36	26	10	28%	0	-4 ◇	-11 ◇
B49. I think it is safe to challenge the way things are done in HSE	36		35	18	7	39%	+2	0	-8 ◇

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

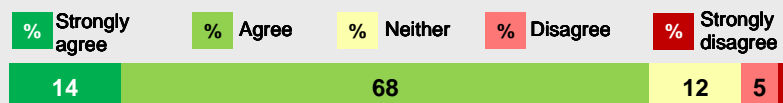
◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of HSE	10	43	31	12	4	53%	+1	-2 ◇	-11 ◇
B51. I would recommend HSE as a great place to work	9	42	33	11	4	52%	-1	+10 ◇	0
B52. I feel a strong personal attachment to HSE	12	38	31	14	5	50%	+4 ◇	+4 ◇	-4 ◇
B53. HSE inspires me to do the best in my job	7	34	39	16	5	40%	+4 ◇	+1	-8 ◇
B54. HSE motivates me to help it achieve its objectives	6	31	40	18	6	36%	+4 ◇	+1	-9 ◇
Taking action									
B55. I believe that Senior Management Team (SMT) in HSE will take action on the results from this survey	4	37	35	17	7	41%	+8 ◇	+3 ◇	-7 ◇
B56. I believe that managers where I work will take action on the results from this survey	6	42	29	16	7	48%	+5 ◇	+2 ◇	-4 ◇

All questions by theme

Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

83%	2010 % Positive
+19 ◇	Difference from previous survey
0	Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

86%	2010 % Yes
+65 ◇	Difference from previous survey
+8 ◇	Difference from CS2010

Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for HSE?

Statement	%	Difference from previous survey	Difference from CS2010
I want to leave HSE as soon as possible	6%	0	-2 ◇
I want to leave HSE within the next 12 months	7%	0	-4 ◇
I want to stay working for HSE for at least the next year	21%	-3 ◇	-5 ◇
I want to stay working for HSE for at least the next three years	65%	+2 ◇	+11 ◇

The Civil Service Code

Differences are based on '% Yes' score

Question	% Yes	% No	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	82	18	+6 ◇	+2 ◇
E02. Are you aware of how to raise a concern under the Civil Service Code?	47	53	+14 ◇	-5 ◇
E03. Are you confident that if you raised a concern under the Civil Service Code in HSE it would be investigated properly?	62	38	+7 ◇	0

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

All questions by theme

Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?



% Yes

10% | Previous survey

10% [^] | CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



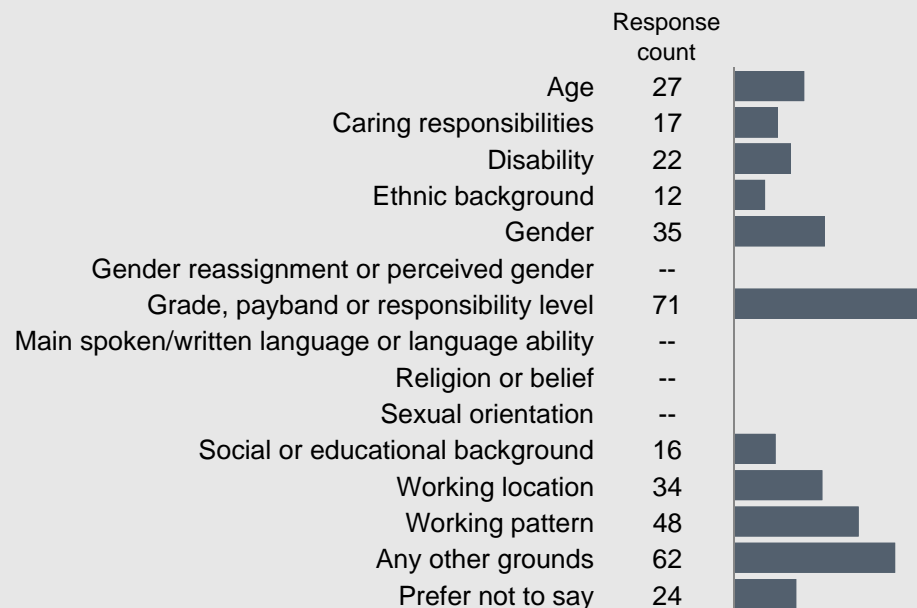
% Yes

9% | Previous survey

10% [^] | CS2010

For respondents who selected 'Yes' to question F01.

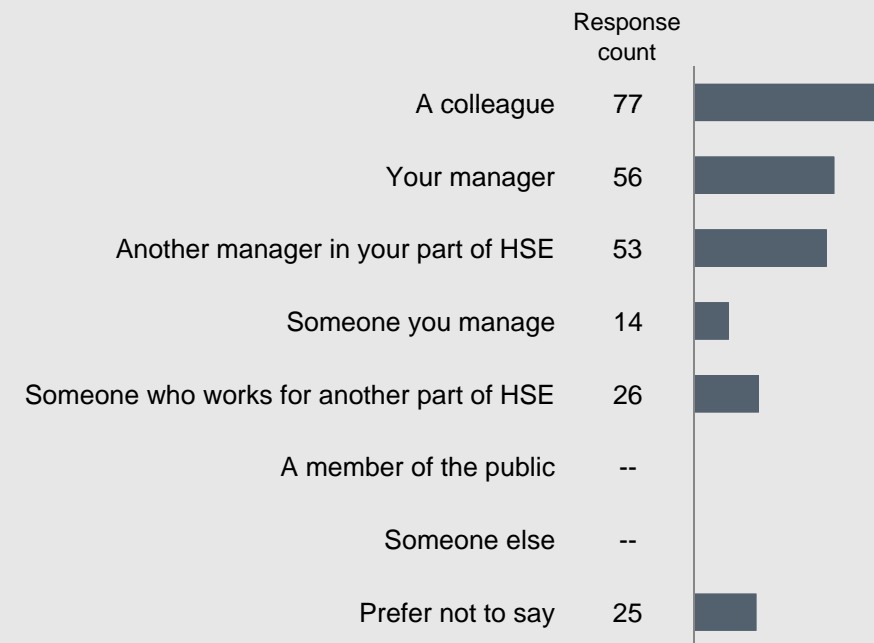
F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

For respondents who selected 'Yes' to question F03.

F04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)



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

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

[^] indicates statistically significant difference from comparison

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 2009 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.
CS2010	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 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 2010 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: ✧

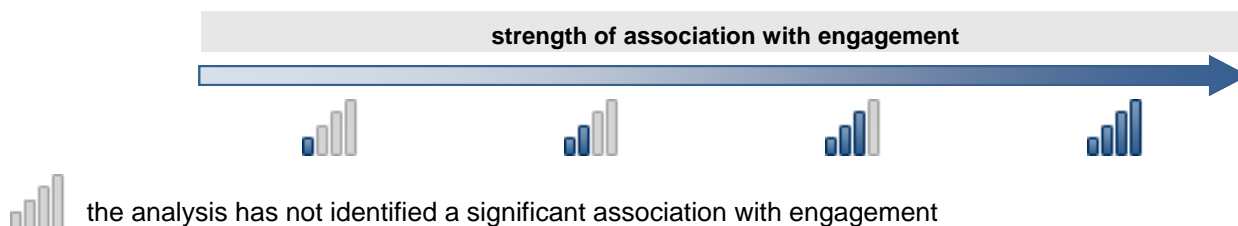
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



Confidentiality

This survey was carried out as part of the 2010 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 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.