

# HSE

Returns: 2,312

Response rate: 63%

## Your engagement index

# 55%

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
-2 ✧	0	-7 ✧

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 HSE	50%	-3 ✧	-3 ✧
B51. I would recommend HSE as a great place to work	43%	-9 ✧	0

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

B52. I feel a strong personal attachment to HSE	47%	-3 ✧	+2 ✧
-------------------------------------------------	-----	------	------

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










B53. HSE inspires me to do the best in my job	36%	-4 ✧	-2 ✧
B54. HSE motivates me to help it achieve its objectives	32%	-5 ✧	-4 ✧

✧ = 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		33%	-2 ✧	-5 ✧	-14 ✧
My work		75%	-2 ✧	+4 ✧	-1 ✧
My line manager		67%	0	+2 ✧	-1
Organisational objectives and purpose		76%	-5 ✧	-5 ✧	-11 ✧
Learning and development		43%	-3 ✧	+1	-7 ✧
Resources and workload		71%	-1	-2 ✧	-5 ✧
Pay and benefits		36%	-7 ✧	+4 ✧	-3 ✧
My team		76%	-1	-1	-4 ✧
Inclusion and fair treatment		76%	-1	+3 ✧	-2 ✧


✧ = 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
<b>Leadership and managing change</b>		Strength of association with engagement: 	
B49. I think it is safe to challenge the way things are done in HSE	38%	-1	0
B47. HSE keeps me informed about matters that affect me	52%	-3 ✧	-3 ✧
B42. I believe the actions of Senior Management Team (SMT) are consistent with HSE's values	35%	-5 ✧	-4 ✧
B40. I feel that HSE as a whole is managed well	36%	-4 ✧	-4 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	31%	+3 ✧	-4 ✧
B45. I feel that change is managed well in HSE	21%	0	-7 ✧
B44. Overall, I have confidence in the decisions made by HSE's Senior Management Team (SMT)	29%	-6 ✧	-7 ✧
B41. Senior Management Team (SMT) in HSE are sufficiently visible	38%	-2	-8 ✧
B46. When changes are made in HSE they are usually for the better	14%	-2 ✧	-9 ✧
B43. I believe that Senior Management Team (SMT) has a clear vision for the future of HSE	30%	-4 ✧	-9 ✧

<b>My work</b>		Strength of association with engagement: 	
B02. I am sufficiently challenged by my work	80%	-2	+6 ✧
B05. I have a choice in deciding how I do my work	76%	-3 ✧	+5 ✧
B03. My work gives me a sense of personal accomplishment	77%	-1	+5 ✧
B04. I feel involved in the decisions that affect my work	52%	-3 ✧	+3 ✧
B01. I am interested in my work	90%	-2 ✧	+1 ✧

<b>My line manager</b>		Strength of association with engagement: 	
B15. I receive regular feedback on my performance	66%	+1	+6 ✧
B17. I think that my performance is evaluated fairly	66%	0	+4 ✧
B10. My manager is considerate of my life outside work	83%	0	+4 ✧
B11. My manager is open to my ideas	81%	0	+2 ✧
B14. My manager recognises when I have done my job well	78%	-2	+2 ✧
B13. Overall, I have confidence in the decisions made by my manager	73%	0	+2 ✧
B16. The feedback I receive helps me to improve my performance	60%	+1	+2 ✧
B09. My manager motivates me to be more effective in my job	64%	-1	+1
B12. My manager helps me to understand how I contribute to HSE's objectives	59%	-1	+1
B18. Poor performance is dealt with effectively in my team	37%	+1	-1

# 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 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	43	46	6	1	2	90%	-2 ✧	+1 ✧	-2 ✧
B02. I am sufficiently challenged by my work	36	45	10	8	1	80%	-2	+6 ✧	+2 ✧
B03. My work gives me a sense of personal accomplishment	28	50	13	7	2	77%	-1	+5 ✧	0
B04. I feel involved in the decisions that affect my work	11	41	21	19	8	52%	-3 ✧	+3 ✧	-8 ✧
B05. I have a choice in deciding how I do my work	19	57	14	8	3	76%	-3 ✧	+5 ✧	-1

## Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of HSE's purpose	24	57	12	7	2	80%	-6 ✧	-4 ✧	-9 ✧
B07. I have a clear understanding of HSE's objectives	18	54	17	9	3	72%	-5 ✧	-7 ✧	-12 ✧
B08. I understand how my work contributes to HSE's objectives	20	55	16	7	2	75%	-3 ✧	-6 ✧	-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



## 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	45	21	11	4	64%	-1	+1	-3 ◇
B10. My manager is considerate of my life outside work	38	45	12	4		83%	0	+4 ◇	0
B11. My manager is open to my ideas	30	51	13	5		81%	0	+2 ◇	0
B12. My manager helps me to understand how I contribute to HSE's objectives	15	44	29	10		59%	-1	+1	-5 ◇
B13. Overall, I have confidence in the decisions made by my manager	26	47	17	7		73%	0	+2 ◇	-2 ◇
B14. My manager recognises when I have done my job well	30	48	14	6		78%	-2	+2 ◇	-1
B15. I receive regular feedback on my performance	18	47	20	11		66%	+1	+6 ◇	0
B16. The feedback I receive helps me to improve my performance	16	44	27	10		60%	+1	+2 ◇	-2 ◇
B17. I think that my performance is evaluated fairly	18	48	22	9		66%	0	+4 ◇	-1
B18. Poor performance is dealt with effectively in my team	7	30	41	16	7	37%	+1	-1	-4 ◇

## 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	34	51	10	4		85%	0	+3 ◇	0
B20. The people in my team work together to find ways to improve the service we provide	27	51	15	6		78%	0	0	-4 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	21	45	22	9		66%	-5 ◇	-2 ◇	-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 CS2011	Difference from CS High Performers
<b>Learning and development</b>									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	9	46	24	16	4	55%	0	+1	-8 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	41	34	10	4	51%	-1	+7 ✧	-1
B24. There are opportunities for me to develop my career in HSE	4	21	26	27	22	25%	-5 ✧	-6 ✧	-14 ✧
B25. Learning and development activities I have completed while working for HSE are helping me to develop my career	7	35	33	16	10	42%	-4 ✧	+3 ✧	-3 ✧
<b>Inclusion and fair treatment</b>									
 :Strength of association with engagement									
B26. I am treated fairly at work	25	55	13	6		80%	-2 ✧	+1 ✧	-1 ✧
B27. I am treated with respect by the people I work with	28	58	9			87%	+1	+3 ✧	0
B28. I feel valued for the work I do	18	47	19	12	4	65%	-2	+5 ✧	-1 ✧
B29. I think that HSE respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	19	53	21	5		72%	-2	+1 ✧	-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

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
<b>Resources and workload</b>									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	18	62	12	7	80%	0	-3 ✧	-6 ✧	
B31. I get the information I need to do my job well	11	53	22	11	64%	-1	-3 ✧	-6 ✧	
B32. I have clear work objectives	14	57	18	8	71%	-2 ✧	-3 ✧	-7 ✧	
B33. I have the skills I need to do my job effectively	20	66	11		86%	+1	-2 ✧	-5 ✧	
B34. I have the tools I need to do my job effectively	13	55	18	11	67%	-1	-3 ✧	-8 ✧	
B35. I have an acceptable workload	7	51	21	15	58%	-4 ✧	-3 ✧	-7 ✧	
B36. I achieve a good balance between my work life and my private life	14	55	18	9	69%	-1	+2 ✧	-4 ✧	
<b>Pay and benefits</b>									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	4	35	23	25	39%	-6 ✧	+7 ✧	0	
B38. I am satisfied with the total benefits package	4	33	28	24	37%	-9 ✧	+3 ✧	-4 ✧	
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	28	25	27	32%	-5 ✧	+4 ✧	-4 ✧	

# 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 HSE as a whole is managed well	33	34	20	9	36%	-4 ◇	-4 ◇	-18 ◇	
B41. Senior Management Team (SMT) in HSE are sufficiently visible	4 34	30	24	8	38%	-2	-8 ◇	-21 ◇	
B42. I believe the actions of Senior Management Team (SMT) are consistent with HSE's values	4 31	45	13	7	35%	-5 ◇	-4 ◇	-15 ◇	
B43. I believe that Senior Management Team (SMT) has a clear vision for the future of HSE	27	40	19	10	30%	-4 ◇	-9 ◇	-20 ◇	
B44. Overall, I have confidence in the decisions made by HSE's Senior Management Team (SMT)	26	41	18	12	29%	-6 ◇	-7 ◇	-19 ◇	
B45. I feel that change is managed well in HSE	19	31	33	14	21%	0	-7 ◇	-16 ◇	
B46. When changes are made in HSE they are usually for the better	13	39	33	15	14%	-2 ◇	-9 ◇	-17 ◇	
B47. HSE keeps me informed about matters that affect me	4 48	30	13	5	52%	-3 ◇	-3 ◇	-10 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	29	31	26	12	31%	+3 ◇	-4 ◇	-12 ◇	
B49. I think it is safe to challenge the way things are done in HSE	4 35	34	19	8	38%	-1	0	-7 ◇	

# 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

	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of HSE	9	40	32	14	4	50%	-3 ◇	-3 ◇	-16 ◇
B51. I would recommend HSE as a great place to work	7	36	37	15	5	43%	-9 ◇	0	-12 ◇
B52. I feel a strong personal attachment to HSE	11	37	32	16	5	47%	-3 ◇	+2 ◇	-6 ◇
B53. HSE inspires me to do the best in my job	7	29	40	18	6	36%	-4 ◇	-2 ◇	-13 ◇
B54. HSE motivates me to help it achieve its objectives	5	27	41	20	6	32%	-5 ◇	-4 ◇	-14 ◇
<b>Taking action</b>									
B55. I believe that Senior Management Team (SMT) in HSE will take action on the results from this survey		28	36	21	12	32%	-9 ◇	-7 ◇	-19 ◇
B56. I believe that managers where I work will take action on the results from this survey	7	37	30	18	9	44%	-5 ◇	-5 ◇	-12 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey		19	47	20	10	22%	-	-7 ◇	-15 ◇



# All questions by theme

## Your plans for the future

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

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave HSE as soon as possible		6%	+1	-1 ^	-4 ^
I want to leave HSE within the next 12 months		9%	+2 ^	-2 ^	-6 ^
I want to stay working for HSE for at least the next year		25%	+4 ^	-2 ^	-10 ^
I want to stay working for HSE for at least the next three years		59%	-6 ^	+6 ^	-1

## 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?		14	86%	+3 ^	0	-6 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		44	56%	+8 ^	-3 ^	-10 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in HSE it would be investigated properly?		35	65%	+3 ^	+1	-6 ^

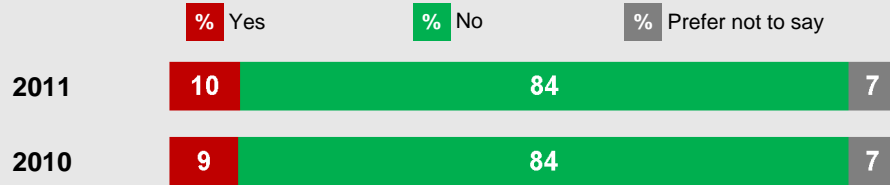
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

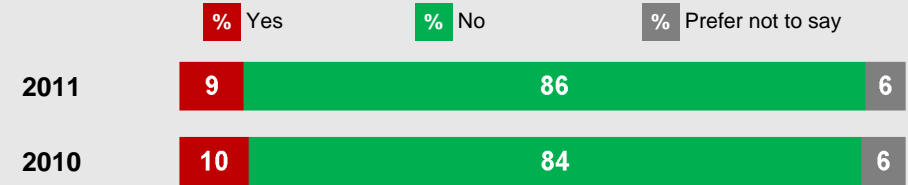
# All questions by theme

## Discrimination, harassment and bullying

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

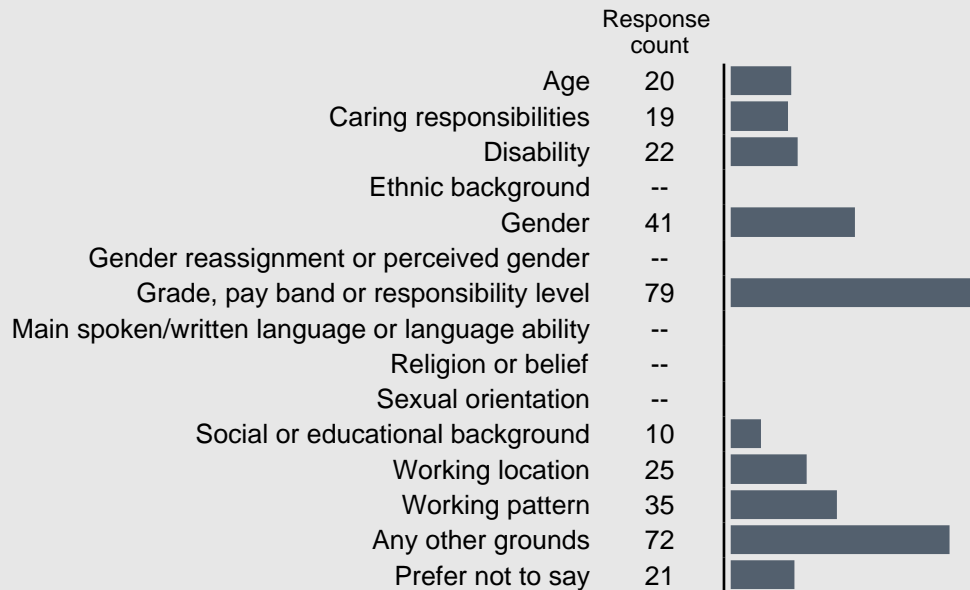


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

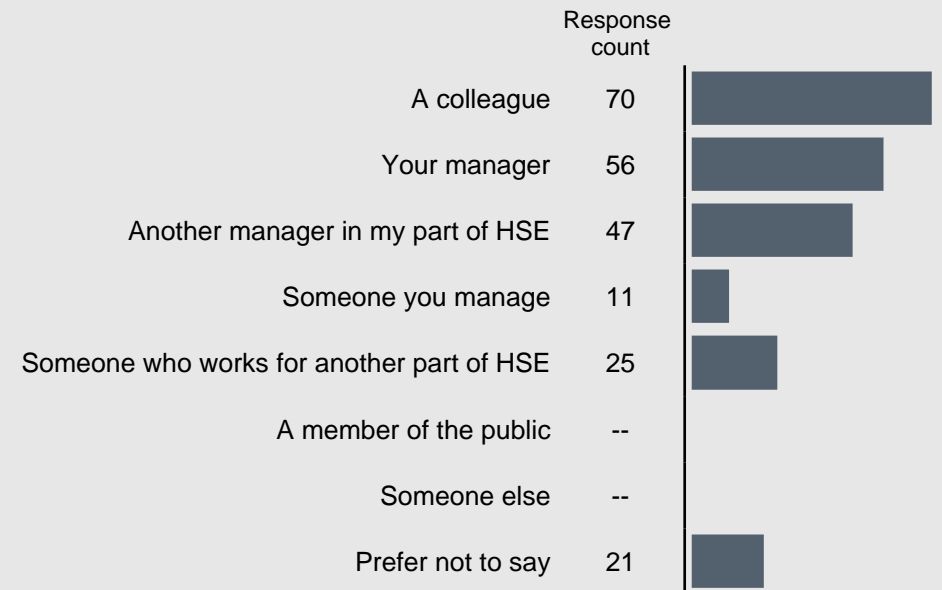
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



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

# Appendix

## Glossary of key terms

<b>% positive</b>	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
<b>Previous survey</b>	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.
<b>CS2011</b>	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 Civil Service People Survey.
<b>CS High Performers</b>	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: ✦

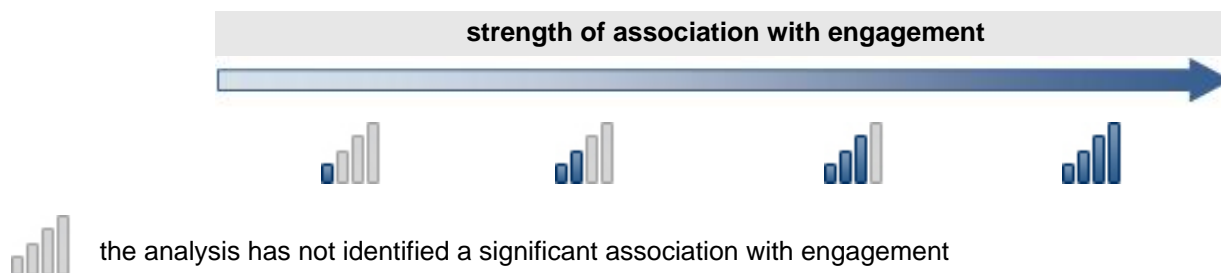
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.