

HSE

Returns: 2,390

Response rate: 67%

Your engagement index

51%

Difference from previous survey

-4 ✧

Difference from CS2012

-7 ✧

Difference from CS High Performers

-11 ✧

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 CS2012
B50. I am proud when I tell others I am part of HSE	44%	-6 ✧	-9 ✧
B51. I would recommend HSE as a great place to work	33%	-9 ✧	-13 ✧

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

B52. I feel a strong personal attachment to HSE	41%	-7 ✧	-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	29%	-7 ✧	-12 ✧
B54. HSE motivates me to help it achieve its objectives	26%	-5 ✧	-12 ✧

✧ = 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 CS2012	Difference from CS High Performers
Leadership and managing change		30%	-2 ✧	-11 ✧	-20 ✧
My work		72%	-3 ✧	-1	-4 ✧
My line manager		65%	-1	-1	-4 ✧
Organisational objectives and purpose		73%	-3 ✧	-9 ✧	-14 ✧
Resources and workload		68%	-3 ✧	-6 ✧	-9 ✧
Learning and development		39%	-4 ✧	-5 ✧	-12 ✧
Pay and benefits		28%	-8 ✧	-2 ✧	-7 ✧
My team		75%	-1	-3 ✧	-6 ✧
Inclusion and fair treatment		73%	-3 ✧	-2 ✧	-5 ✧


✧ = 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 CS2012.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change	Strength of association with engagement: 		
B47. HSE keeps me informed about matters that affect me	51%	-1	-5 ◇
B49. I think it is safe to challenge the way things are done in HSE	33%	-5 ◇	-7 ◇
B45. I feel that change is managed well in HSE	21%	0	-8 ◇
B40. I feel that HSE as a whole is managed well	33%	-3 ◇	-9 ◇
B42. I believe the actions of Senior Management Team (SMT) are consistent with HSE's values	33%	-3 ◇	-9 ◇
B43. I believe that the Senior Management Team (SMT) has a clear vision for the future of HSE	30%	0	-10 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	26%	-6 ◇	-10 ◇
B44. Overall, I have confidence in the decisions made by HSE's Senior Management Team (SMT)	29%	-1	-11 ◇
B41. Senior Management Team (SMT) in HSE are sufficiently visible	36%	-1	-12 ◇
B46. When changes are made in HSE they are usually for the better	12%	-1 ◇	-13 ◇

My work	Strength of association with engagement: 		
B02. I am sufficiently challenged by my work	80%	0	+4 ◇
B03. My work gives me a sense of personal accomplishment	73%	-5 ◇	0
B05. I have a choice in deciding how I do my work	72%	-4 ◇	0
B01. I am interested in my work	89%	0	0
B04. I feel involved in the decisions that affect my work	47%	-5 ◇	-6 ◇

My line manager	Strength of association with engagement: 		
B10. My manager is considerate of my life outside work	83%	+1	+3 ◇
B17. I think that my performance is evaluated fairly	65%	-1	+3 ◇
B15. I receive regular feedback on my performance	64%	-1	+1
B14. My manager recognises when I have done my job well	78%	0	+1
B13. Overall, I have confidence in the decisions made by my manager	72%	-1	+1
B11. My manager is open to my ideas	79%	-2 ◇	0
B09. My manager motivates me to be more effective in my job	63%	-1	-3 ◇
B16. The feedback I receive helps me to improve my performance	57%	-3 ◇	-3 ◇
B18. Poor performance is dealt with effectively in my team	34%	-3 ◇	-3 ◇
B12. My manager helps me to understand how I contribute to HSE's objectives	57%	-2 ◇	-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



	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
My work									
:Strength of association with engagement									
B01. I am interested in my work	40	49	7			89%	0	0	-3 ◇
B02. I am sufficiently challenged by my work	33	47	11	7		80%	0	+4 ◇	0
B03. My work gives me a sense of personal accomplishment	22	50	15	10		73%	-5 ◇	0	-5 ◇
B04. I feel involved in the decisions that affect my work	10	38	21	21	10	47%	-5 ◇	-6 ◇	-12 ◇
B05. I have a choice in deciding how I do my work	18	54	15	9	4	72%	-4 ◇	0	-5 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of HSE's purpose	22	54	13	8		77%	-3 ◇	-7 ◇	-13 ◇
B07. I have a clear understanding of HSE's objectives	18	52	18	9		70%	-2 ◇	-9 ◇	-15 ◇
B08. I understand how my work contributes to HSE's objectives	19	53	17	8		72%	-3 ◇	-9 ◇	-14 ◇

All questions by theme

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

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My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	17	46	21	11	5	63%	-1	-3 ◇	-6 ◇
B10. My manager is considerate of my life outside work	37	47	11			83%	+1	+3 ◇	0
B11. My manager is open to my ideas	28	51	14	4		79%	-2 ◇	0	-3 ◇
B12. My manager helps me to understand how I contribute to HSE's objectives	13	44	29	11		57%	-2 ◇	-4 ◇	-9 ◇
B13. Overall, I have confidence in the decisions made by my manager	23	49	17	7	4	72%	-1	+1	-3 ◇
B14. My manager recognises when I have done my job well	24	54	14	6		78%	0	+1	-2 ◇
B15. I receive regular feedback on my performance	16	49	19	13		64%	-1	+1	-4 ◇
B16. The feedback I receive helps me to improve my performance	14	43	28	12	4	57%	-3 ◇	-3 ◇	-6 ◇
B17. I think that my performance is evaluated fairly	15	50	23	8	4	65%	-1	+3 ◇	-2 ◇
B18. Poor performance is dealt with effectively in my team	6	28	43	15	8	34%	-3 ◇	-3 ◇	-8 ◇

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	31	54	10	4		85%	0	+2 ◇	-1 ◇
B20. The people in my team work together to find ways to improve the service we provide	25	52	16	5		76%	-2 ◇	-3 ◇	-5 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	19	45	22	10	4	64%	-2 ◇	-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 CS2012	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	7	43	25	18	7	50%	-5 ◇	-8 ◇	-14 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	37	38	11	6	44%	-7 ◇	-2 ◇	-8 ◇
B24. There are opportunities for me to develop my career in HSE	19	24	28	25		22%	-3 ◇	-13 ◇	-20 ◇
B25. Learning and development activities I have completed while working for HSE are helping me to develop my career	7	34	31	18	10	41%	-2	+1	-5 ◇

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	20	58	13	6		78%	-2 ◇	0	-3 ◇
B27. I am treated with respect by the people I work with	25	59	11			84%	-3 ◇	0	-2 ◇
B28. I feel valued for the work I do	15	46	20	13	7	60%	-5 ◇	-2 ◇	-7 ◇
B29. I think that HSE respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	16	53	22	6		68%	-4 ◇	-3 ◇	-10 ◇

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 CS2012
 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 CS2012	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	17	62	13	7		78%	-2 ◇	-5 ◇	-8 ◇
B31. I get the information I need to do my job well	9	52	21	14	4	61%	-3 ◇	-7 ◇	-11 ◇
B32. I have clear work objectives	12	57	18	10		69%	-2 ◇	-6 ◇	-10 ◇
B33. I have the skills I need to do my job effectively	19	64	12	4		83%	-3 ◇	-5 ◇	-8 ◇
B34. I have the tools I need to do my job effectively	11	50	20	14	6	61%	-6 ◇	-11 ◇	-14 ◇
B35. I have an acceptable workload	6	48	21	18	7	54%	-4 ◇	-6 ◇	-11 ◇
B36. I achieve a good balance between my work life and my private life	12	54	19	12	4	66%	-4 ◇	-2 ◇	-7 ◇

Pay and benefits

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	28	21	32	17		30%	-9 ◇	0	-6 ◇
B38. I am satisfied with the total benefits package	27	25	29	16		30%	-7 ◇	-3 ◇	-10 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	22	24	30	22		25%	-7 ◇	-1 ◇	-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

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Leadership and managing change

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B40. I feel that HSE as a whole is managed well	4	30	33	21	13	33%	-3 ◇	-9 ◇	-23 ◇
B41. Senior Management Team (SMT) in HSE are sufficiently visible	4	33	31	22	11	36%	-1	-12 ◇	-24 ◇
B42. I believe the actions of Senior Management Team (SMT) are consistent with HSE's values	4	29	45	12	10	33%	-3 ◇	-9 ◇	-21 ◇
B43. I believe that the Senior Management Team (SMT) has a clear vision for the future of HSE	4	26	40	18	11	30%	0	-10 ◇	-21 ◇
B44. Overall, I have confidence in the decisions made by HSE's Senior Management Team (SMT)	4	25	38	19	14	29%	-1	-11 ◇	-23 ◇
B45. I feel that change is managed well in HSE	4	19	29	32	19	21%	0	-8 ◇	-18 ◇
B46. When changes are made in HSE they are usually for the better	4	12	36	33	19	12%	-1 ◇	-13 ◇	-23 ◇
B47. HSE keeps me informed about matters that affect me	4	47	28	14	6	51%	-1	-5 ◇	-13 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	24	30	27	17	26%	-6 ◇	-10 ◇	-16 ◇
B49. I think it is safe to challenge the way things are done in HSE	4	31	35	19	13	33%	-5 ◇	-7 ◇	-13 ◇

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 CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of HSE	8	36	34	16	6	44%	-6 ◇	-9 ◇	-20 ◇
B51. I would recommend HSE as a great place to work	5	28	37	22	8	33%	-9 ◇	-13 ◇	-24 ◇
B52. I feel a strong personal attachment to HSE	9	32	32	20	7	41%	-7 ◇	-4 ◇	-11 ◇
B53. HSE inspires me to do the best in my job	5	25	40	22	8	29%	-7 ◇	-12 ◇	-20 ◇
B54. HSE motivates me to help it achieve its objectives	4	23	39	24	10	26%	-5 ◇	-12 ◇	-21 ◇
Taking action									
B55. I believe that Senior Management Team (SMT) in HSE will take action on the results from this survey		26	34	23	14	29%	-3 ◇	-14 ◇	-25 ◇
B56. I believe that managers where I work will take action on the results from this survey	6	33	31	19	11	39%	-4 ◇	-12 ◇	-20 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey		17	45	21	14	20%	-2 ◇	-11 ◇	-20 ◇

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 CS2012	Difference from CS High Performers
I want to leave HSE as soon as possible		9%	+2 [^] [◇]	0	-1 [◇]
I want to leave HSE within the next 12 months		13%	+4 [◇]	0	-4 [◇]
I want to stay working for HSE for at least the next year		28%	+3 [◇]	0	-6 [◇]
I want to stay working for HSE for at least the next three years		51%	-9 [◇]	-1 [◇]	-9 [◇]

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers	
D01. Are you aware of the Civil Service Code?		89	11	89%	+3 [◇]	+1	-5 [◇]
D02. Are you aware of how to raise a concern under the Civil Service Code?		60	40	60%	+4 [◇]	-3 [◇]	-10 [◇]
D03. Are you confident that if you raised a concern under the Civil Service Code in HSE it would be investigated properly?		63	37	63%	-2 [◇]	-3 [◇]	-8 [◇]

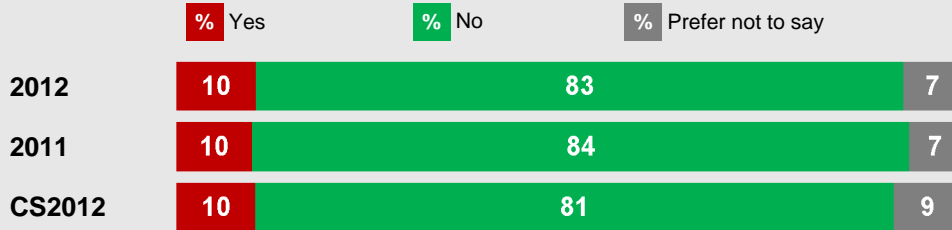
[^] indicates a variation in question wording from your previous survey

[◇] indicates statistically significant difference from comparison

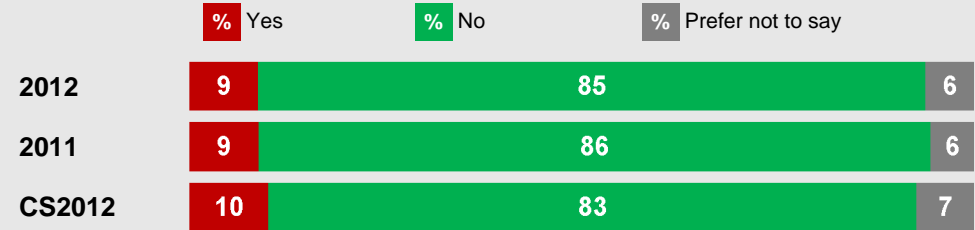
All questions by theme

Discrimination, harassment and bullying

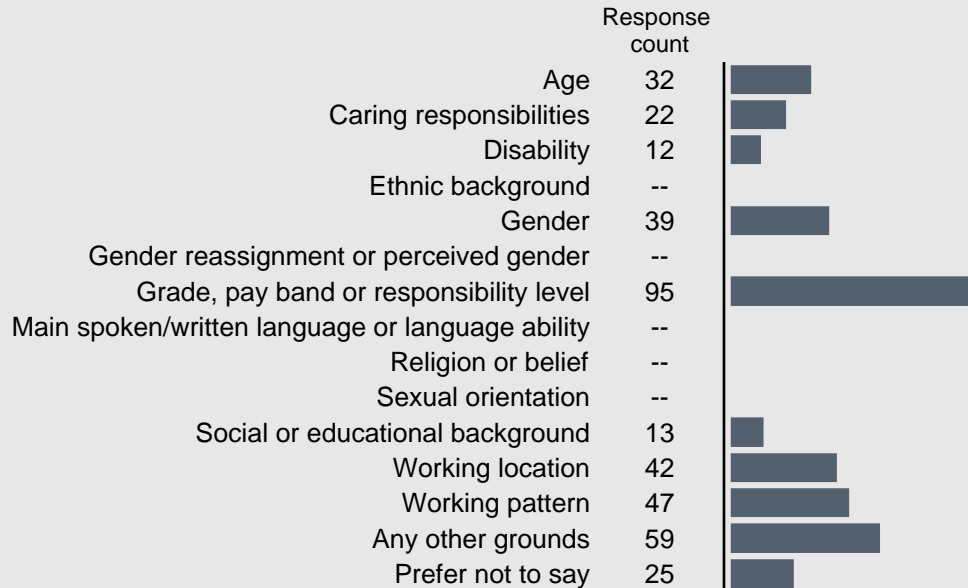
E01. During the past 12 months, have you personally experienced discrimination at work?



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

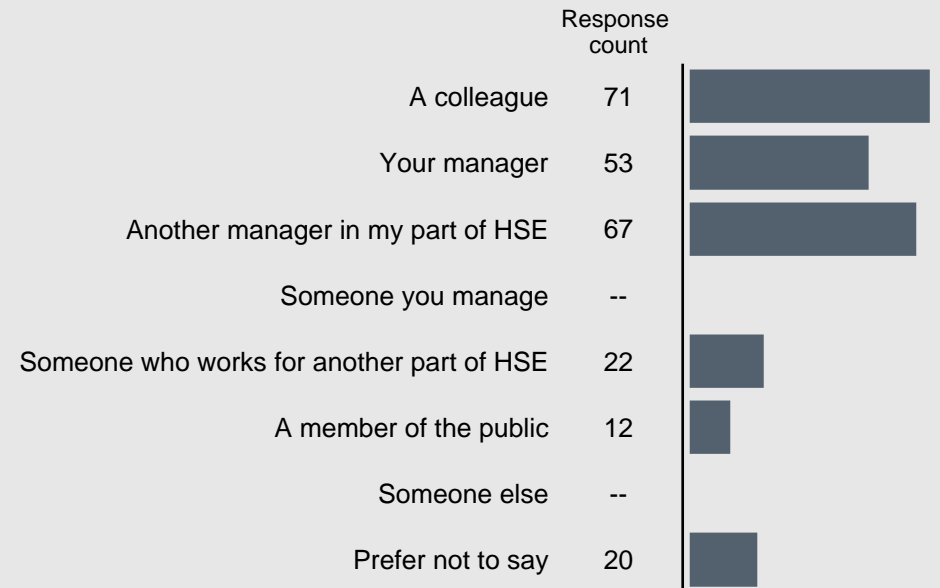


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

% 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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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: ✦

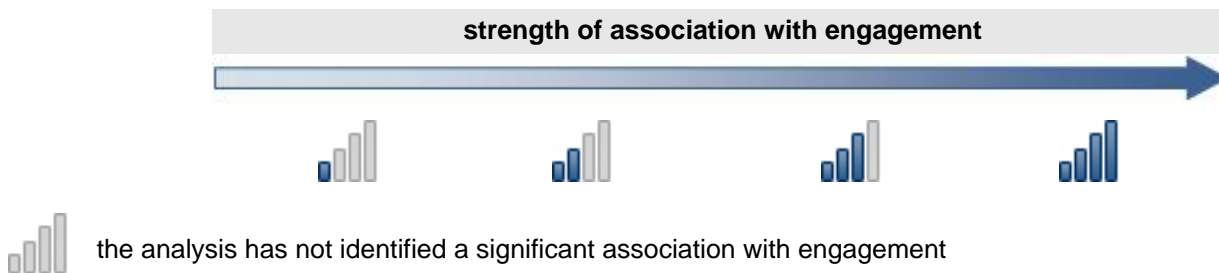
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2012 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.

Additional questions on organisational culture for: HSE0000

	 % Strongly agree % Agree % Neither % Disagree % Strongly disagree	% positive	Difference from Civil Service 2012	Difference from CS High Performers
X01. I am trusted to carry out my job effectively		83%	-3	-5
X02. I believe I would be supported if I try a new idea, even if it may not work		57%	-6	-11
X03. My performance is evaluated based on whether I get things done, rather than on solely following process		57%	-6	-9
X04. When I talk about my organisation I say "we" rather than "they"		62%	-7	-12
X05. I have some really good friendships at work		71%	-2	-5