

Your engagement index

50%

Difference from previous survey

-1 ✧

Difference from CS2013

-8 ✧

Difference from CS High Performers

-12 ✧

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 CS2013
B50. I am proud when I tell others I am part of HSE	46%	+2	-10 ✧
B51. I would recommend HSE as a great place to work	31%	-2 ✧	-14 ✧

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

B52. I feel a strong personal attachment to HSE	43%	+2 ✧	-3 ✧
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Strive: motivated to do the best for the organisation...










B53. HSE inspires me to do the best in my job	31%	+1	-13 ✧
B54. HSE motivates me to help it achieve its objectives	28%	+1	-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 CS2013	Difference from CS High Performers
Leadership and managing change		31%	0	-11 ✧	-20 ✧
My work		73%	+1	0	-4 ✧
My manager		63%	-2 ✧	-4 ✧	-7 ✧
Organisational objectives and purpose		73%	0	-9 ✧	-14 ✧
Learning and development		42%	+3 ✧	-5 ✧	-12 ✧
Resources and workload		66%	-1	-7 ✧	-11 ✧
Pay and benefits		26%	-2 ✧	-3 ✧	-8 ✧
My team		76%	0	-3 ✧	-6 ✧
Inclusion and fair treatment		70%	-3 ✧	-4 ✧	-8 ✧




✧ = 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 CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change		Strength of association with engagement: 	
B49. I think it is safe to challenge the way things are done in HSE	33%	0	-5 ◇
B47. HSE keeps me informed about matters that affect me	51%	0	-7 ◇
B42. I believe the actions of Senior Management Team (SMT) are consistent with HSE's values	36%	+3 ◇	-8 ◇
B40. I feel that HSE as a whole is managed well	34%	+1	-9 ◇
B45. I feel that change is managed well in HSE	18%	-2 ◇	-10 ◇
B43. I believe that the Senior Management Team (SMT) has a clear vision for the future of HSE	31%	+1	-11 ◇
B44. Overall, I have confidence in the decisions made by HSE's Senior Management Team (SMT)	29%	+1	-12 ◇
B41. Senior Management Team (SMT) in HSE are sufficiently visible	39%	+3 ◇	-12 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	23%	-2 ◇	-13 ◇
B46. When changes are made in HSE they are usually for the better	12%	-1	-15 ◇
My work		Strength of association with engagement: 	
B02. I am sufficiently challenged by my work	82%	+2 ◇	+4 ◇
B01. I am interested in my work	90%	+1	0
B03. My work gives me a sense of personal accomplishment	75%	+3 ◇	0
B05. I have a choice in deciding how I do my work	71%	-1	-1
B04. I feel involved in the decisions that affect my work	50%	+2 ◇	-4 ◇
My manager		Strength of association with engagement: 	
B10. My manager is considerate of my life outside work	81%	-3 ◇	0
B13. Overall, I have confidence in the decisions made by my manager	71%	-1	0
B11. My manager is open to my ideas	78%	-1	-1
B14. My manager recognises when I have done my job well	75%	-3 ◇	-2 ◇
B09. My manager motivates me to be more effective in my job	63%	0	-2 ◇
B15. I receive regular feedback on my performance	62%	-3 ◇	-2 ◇
B16. The feedback I receive helps me to improve my performance	56%	-1	-4 ◇
B18. Poor performance is dealt with effectively in my team	34%	+1	-4 ◇
B12. My manager helps me to understand how I contribute to HSE's objectives	57%	0	-5 ◇
B17. I think that my performance is evaluated fairly	56%	-9 ◇	-7 ◇

All questions by theme

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

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My work

:Strength of association with engagement

Question	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	43	47	7			90%	+1	0	-2 ◇
B02. I am sufficiently challenged by my work	37	45	8	8		82%	+2 ◇	+4 ◇	0
B03. My work gives me a sense of personal accomplishment	27	48	13	9		75%	+3 ◇	0	-4 ◇
B04. I feel involved in the decisions that affect my work	11	38	19	20	12	50%	+2 ◇	-4 ◇	-11 ◇
B05. I have a choice in deciding how I do my work	18	53	14	10	5	71%	-1	-1	-6 ◇

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of HSE's purpose	26	52	11	8		79%	+2 ◇	-6 ◇	-11 ◇
B07. I have a clear understanding of HSE's objectives	20	49	18	10		69%	-1	-11 ◇	-16 ◇
B08. I understand how my work contributes to HSE's objectives	22	51	16	8		73%	0	-10 ◇	-14 ◇

All questions by theme

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

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My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	16	47	20	11	6	63%	0	-2 ◇	-7 ◇
B10. My manager is considerate of my life outside work	34	47	12	5	2	81%	-3 ◇	0	-3 ◇
B11. My manager is open to my ideas	29	50	13	5	4	78%	-1	-1	-4 ◇
B12. My manager helps me to understand how I contribute to HSE's objectives	14	43	28	10	5	57%	0	-5 ◇	-9 ◇
B13. Overall, I have confidence in the decisions made by my manager	22	49	16	7	6	71%	-1	0	-5 ◇
B14. My manager recognises when I have done my job well	25	50	15	6	4	75%	-3 ◇	-2 ◇	-5 ◇
B15. I receive regular feedback on my performance	15	47	21	13	5	62%	-3 ◇	-2 ◇	-7 ◇
B16. The feedback I receive helps me to improve my performance	13	42	28	11	5	56%	-1	-4 ◇	-9 ◇
B17. I think that my performance is evaluated fairly	13	43	26	10	8	56%	-9 ◇	-7 ◇	-11 ◇
B18. Poor performance is dealt with effectively in my team	7	28	44	13	8	34%	+1	-4 ◇	-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	34	50	10	5	5	84%	-1	0	-2 ◇
B20. The people in my team work together to find ways to improve the service we provide	26	52	13	6	5	78%	+2 ◇	-2 ◇	-4 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	19	45	21	10	5	64%	0	-8 ◇	-12 ◇

All questions by theme

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

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◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	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	8	45	25	16	6	53%	+3 ◇	-8 ◇	-12 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	39	36	11	5	48%	+4 ◇	0	-6 ◇
B24. There are opportunities for me to develop my career in HSE	24	24	25	24		27%	+5 ◇	-11 ◇	-20 ◇
B25. Learning and development activities I have completed while working for HSE are helping me to develop my career	7	32	31	17	12	40%	-1	-2 ◇	-9 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	19	54	15	7	4	74%	-4 ◇	-5 ◇	-8 ◇
B27. I am treated with respect by the people I work with	25	58	11			84%	-1	-1	-3 ◇
B28. I feel valued for the work I do	15	41	19	15	9	57%	-4 ◇	-6 ◇	-11 ◇
B29. I think that HSE respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	16	50	22	7	4	66%	-2	-6 ◇	-12 ◇

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 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 CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	16	62	11	8		78%	0	-5 ◇	-8 ◇
B31. I get the information I need to do my job well	10	49	21	15	5	58%	-3 ◇	-11 ◇	-15 ◇
B32. I have clear work objectives	12	59	15	10	4	71%	+2 ◇	-4 ◇	-9 ◇
B33. I have the skills I need to do my job effectively	20	65	11			85%	+2 ◇	-3 ◇	-5 ◇
B34. I have the tools I need to do my job effectively	9	48	17	18	8	56%	-5 ◇	-15 ◇	-19 ◇
B35. I have an acceptable workload	6	46	19	21	8	52%	-3 ◇	-8 ◇	-14 ◇
B36. I achieve a good balance between my work life and my private life	12	51	18	13	6	63%	-3 ◇	-5 ◇	-10 ◇

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	24	21	32	20		27%	-4 ◇	-2 ◇	-9 ◇
B38. I am satisfied with the total benefits package	25	23	28	21		28%	-1	-4 ◇	-9 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	20	21	31	26		22%	-2 ◇	-3 ◇	-9 ◇

All questions by theme

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◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	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	4	30	28	21	16	34%	+1	-9 ◇	-22 ◇
B41. Senior Management Team (SMT) in HSE are sufficiently visible	4	35	28	21	13	39%	+3 ◇	-12 ◇	-23 ◇
B42. I believe the actions of Senior Management Team (SMT) are consistent with HSE's values	4	32	40	13	11	36%	+3 ◇	-8 ◇	-20 ◇
B43. I believe that the Senior Management Team (SMT) has a clear vision for the future of HSE	4	27	37	19	13	31%	+1	-11 ◇	-24 ◇
B44. Overall, I have confidence in the decisions made by HSE's Senior Management Team (SMT)	4	26	36	18	16	29%	+1	-12 ◇	-22 ◇
B45. I feel that change is managed well in HSE	17	27	31	23		18%	-2 ◇	-10 ◇	-21 ◇
B46. When changes are made in HSE they are usually for the better	11	32	32	24		12%	-1	-15 ◇	-23 ◇
B47. HSE keeps me informed about matters that affect me	4	47	26	15	9	51%	0	-7 ◇	-14 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	21	29	29	19		23%	-2 ◇	-13 ◇	-20 ◇
B49. I think it is safe to challenge the way things are done in HSE	30	30	21	16		33%	0	-5 ◇	-15 ◇

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 CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of HSE	10	36	30	17	7	46%	+2	-10 ◇	-19 ◇
B51. I would recommend HSE as a great place to work	6	26	33	23	13	31%	-2 ◇	-14 ◇	-24 ◇
B52. I feel a strong personal attachment to HSE	11	32	28	19	10	43%	+2 ◇	-3 ◇	-9 ◇
B53. HSE inspires me to do the best in my job	6	25	35	23	11	31%	+1	-13 ◇	-19 ◇
B54. HSE motivates me to help it achieve its objectives	5	23	35	24	14	28%	+1	-12 ◇	-20 ◇
Taking action									
B55. I believe that Senior Management Team (SMT) in HSE will take action on the results from this survey		28	33	20	16	31%	+2 ◇	-12 ◇	-22 ◇
B56. I believe that managers where I work will take action on the results from this survey	6	35	28	19	13	41%	+2 ◇	-12 ◇	-18 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	17		39	23	18	20%	0	-13 ◇	-19 ◇

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 CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	23	61	8	6	84%	+1	-4 ◇	-7 ◇	
B59. I believe I would be supported if I try a new idea, even if it may not work	11	47	24	13	58%	+1	-9 ◇	-13 ◇	
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	9	44	24	14	53%	-4 ◇	-12 ◇	-17 ◇	
B61. When I talk about HSE I say "we" rather than "they"	13	48	23	11	61%	0	-6 ◇	-15 ◇	
B62. I have some really good friendships at work	24	52	17	5	77%	+5 ◇	+1	-3 ◇	

Please note these questions were not asked on paper surveys in 2012.

All questions by theme

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

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%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

Wellbeing

Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. This scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

W01. Overall, how satisfied are you with your life nowadays?	21	22	45	12	57%	0	-6 ◇	-10 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	14	20	47	20	66%	+1	-3 ◇	-6 ◇
W03. Overall, how happy did you feel yesterday?	22	23	39	16	55%	-1	-5 ◇	-8 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	22	29	19	31	51%	-3 ◇	+1	-2 ◇

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 CS2013	Difference from CS High Performers
I want to leave HSE as soon as possible		10%	+1	+2 ^	-1
I want to leave HSE within the next 12 months		15%	+2 ^	+2 ^	-1 ^
I want to stay working for HSE for at least the next year		30%	+2	0	-5 ^
I want to stay working for HSE for at least the next three years		46%	-5 ^	-2 ^	-12 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		7	93%	+4 ^	+3 ^	-1 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	+4 ^	-1	-6 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in HSE it would be investigated properly?		40	60%	-4 ^	-7 ^	-13 ^

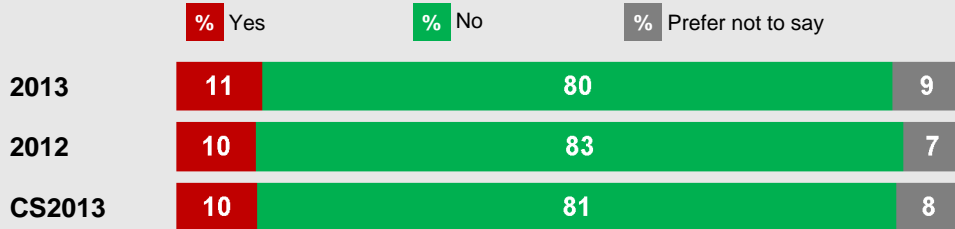
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

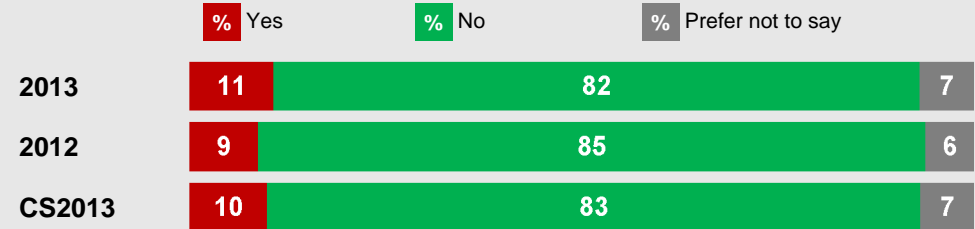
All questions by theme

Discrimination, harassment and bullying

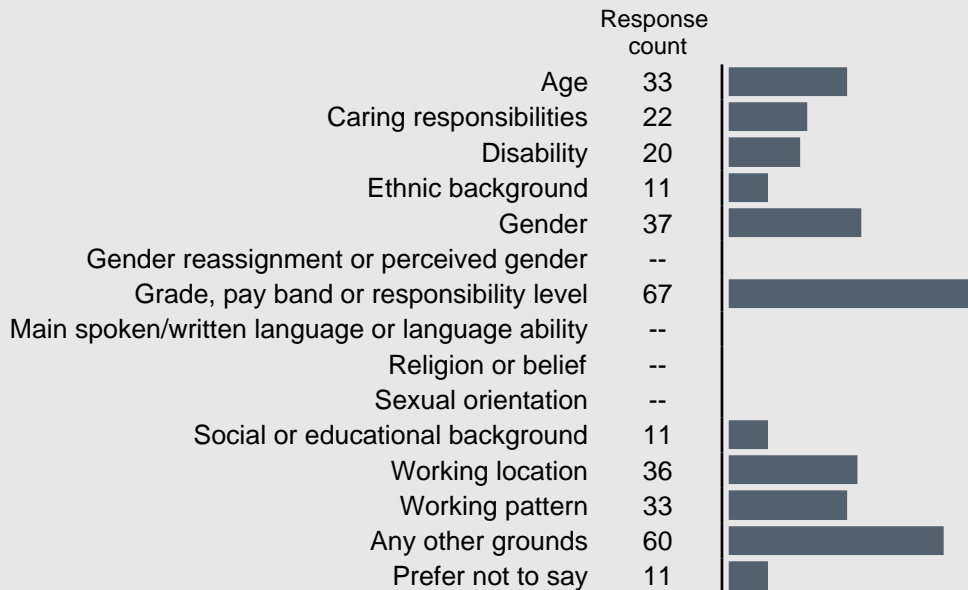
E01. During the past 12 months, have you personally experienced discrimination at work?



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

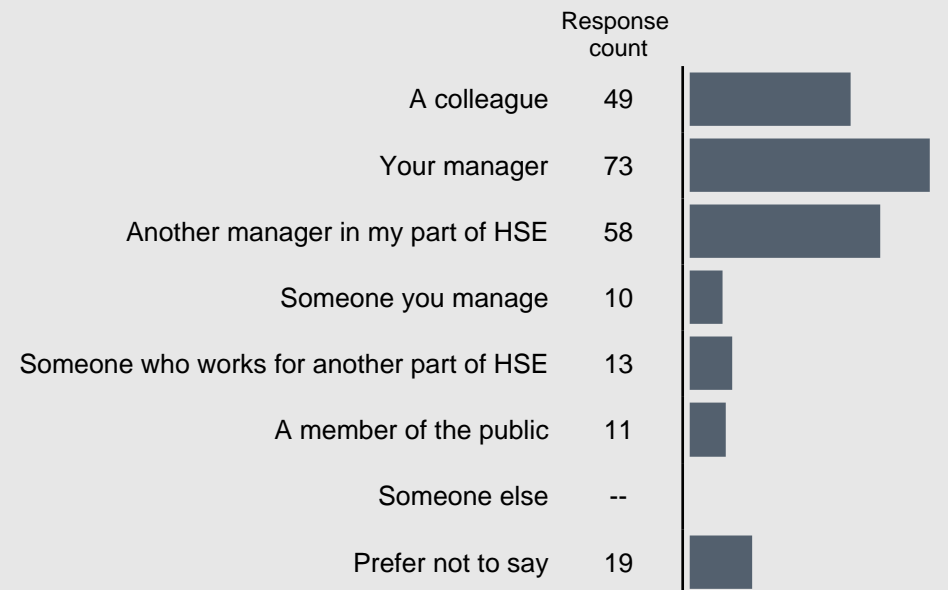


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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 2012 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.
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✦

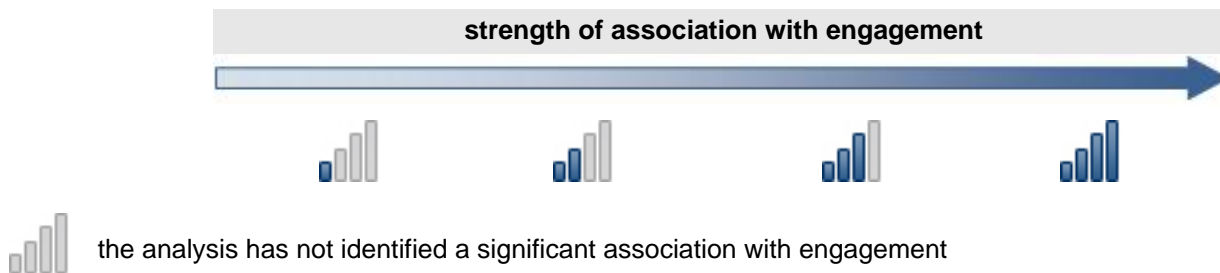
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2013 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.