

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



The table below shows how you performed on each of the nine 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.

Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		29%	-2	-14 ✧	-21 ✧
My work		72%	-1	-3 ✧	-6 ✧
My manager		62%	-1	-5 ✧	-9 ✧
Learning and development		39%	-3 ✧	-10 ✧	-16 ✧
Pay and benefits		23%	-3 ✧	-5 ✧	-12 ✧
Organisational objectives and purpose		74%	0	-9 ✧	-14 ✧
Resources and workload		64%	-2 ✧	-10 ✧	-13 ✧
My team		74%	-1	-5 ✧	-8 ✧
Inclusion and fair treatment		69%	-1	-6 ✧	-10 ✧

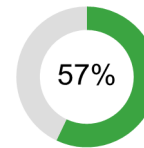


Strength of association with engagement

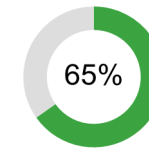


Statistically significant difference from comparison

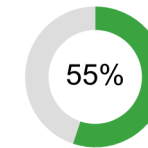
Wellbeing



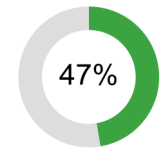
Overall, how satisfied are you with your life nowadays?



Overall, to what extent do you feel that the things you do in your life are worthwhile?

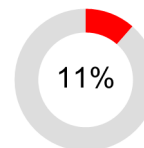


Overall, how happy did you feel yesterday?

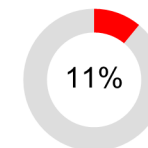


No or low anxiety yesterday

Discrimination, bullying and harassment

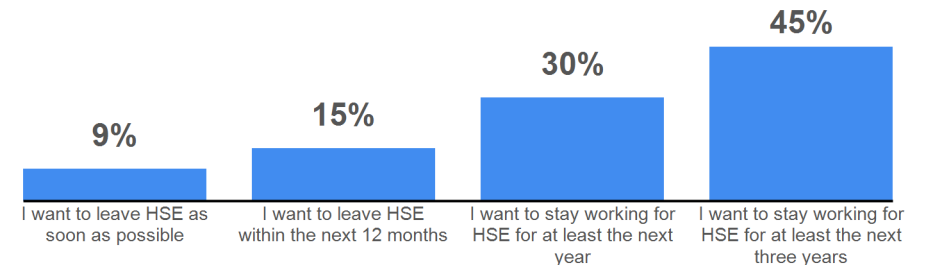


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My work

72% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	40	48	7	1	2	89%	-1	-1	-4 ◆
B02 I am sufficiently challenged by my work	36	45	9	7	3	81%	-1	+2 ◆	-1
B03 My work gives me a sense of personal accomplishment	24	50	14	9	3	74%	-1	-1 ◆	-4 ◆
B04 I feel involved in the decisions that affect my work	11	37	20	21	11	48%	-2	-9 ◆	-14 ◆
B05 I have a choice in deciding how I do my work	18	52	14	11	5	70%	-1	-5 ◆	-10 ◆

Organisational objectives and purpose

74% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of HSE's purpose	24	54	11	9	2	78%	-1	-8 ◆	-13 ◆
B07 I have a clear understanding of HSE's objectives	18	51	18	10	3	70%	+1	-11 ◆	-16 ◆
B08 I understand how my work contributes to HSE's objectives	20	54	15	7	2	74%	+1	-10 ◆	-14 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

My manager

62% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	15	46	21	12	6	62%	-1	-6 ◆	-10 ◆
B10	My manager is considerate of my life outside work	34	47	11	6	2	81%	0	0	-5 ◆
B11	My manager is open to my ideas	27	50	12	6	6	77%	-1	-3 ◆	-7 ◆
B12	My manager helps me to understand how I contribute to HSE's objectives	14	43	30	9	5	56%	-1	-8 ◆	-13 ◆
B13	Overall, I have confidence in the decisions made by my manager	22	46	18	8	6	69%	-2 ◆	-5 ◆	-8 ◆
B14	My manager recognises when I have done my job well	25	51	15	6	6	76%	+1	-2 ◆	-5 ◆
B15	I receive regular feedback on my performance	16	45	21	14	6	61%	0	-4 ◆	-7 ◆
B16	The feedback I receive helps me to improve my performance	14	39	29	12	5	54%	-2	-7 ◆	-12 ◆
B17	I think that my performance is evaluated fairly	14	40	24	13	9	54%	-2 ◆	-9 ◆	-13 ◆
B18	Poor performance is dealt with effectively in my team	8	27	41	15	9	35%	+1	-4 ◆	-8 ◆

My team

74% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	34	50	10	6	2	84%	0	0	-2 ◆
B20	The people in my team work together to find ways to improve the service we provide	28	47	16	7	4	75%	-3 ◆	-5 ◆	-8 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	20	43	21	11	5	63%	-1	-11 ◆	-15 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Learning and development

39% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	7	42	24	18	9	49%	-4 ◆	-13 ◆	-18 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	38	32	16	7	46%	-2	-5 ◆	-11 ◆
B24	There are opportunities for me to develop my career in HSE	20	23	27	25		25%	-3 ◆	-17 ◆	-24 ◆
B25	Learning and development activities I have completed while working for HSE are helping me to develop my career	7	30	28	21	14	36%	-3 ◆	-7 ◆	-13 ◆

Inclusion and fair treatment

69% -1

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	18	55	14	7	5	73%	0	-6 ◆	-9 ◆
B27	I am treated with respect by the people I work with	24	58	11			83%	-1	-2 ◆	-4 ◆
B28	I feel valued for the work I do	14	41	19	16	10	55%	-1	-9 ◆	-14 ◆
B29	I think that HSE respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	16	48	22	8	5	64%	-2	-9 ◆	-14 ◆

All questions by theme

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Resources and workload		64%	-2	Difference from previous survey	Strength of association with engagement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30	In my job, I am clear what is expected of me	16	62	11	9	78%	0	-6	◆	-9	◆			
B31	I get the information I need to do my job well	9	50	21	15	6	58%	0	-12	◆	-15	◆		
B32	I have clear work objectives	12	59	17	8	71%	0	-5	◆	-8	◆			
B33	I have the skills I need to do my job effectively	18	64	12	5	82%	-3	◆	-7	◆	-9	◆		
B34	I have the tools I need to do my job effectively	8	40	20	21	12	48%	-8	◆	-24	◆	-28	◆	
B35	I have an acceptable workload	5	43	22	20	10	48%	-4	◆	-11	◆	-18	◆	
B36	I achieve a good balance between my work life and my private life	11	50	18	14	7	61%	-2	-5	◆	-13	◆		

Pay and benefits		23%	-3	Difference from previous survey	Strength of association with engagement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37	I feel that my pay adequately reflects my performance	21	20	28	28	24%	-3	◆	-5	◆	-12	◆		
B38	I am satisfied with the total benefits package	23	22	26	26	26%	-3	◆	-6	◆	-14	◆		
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	17	21	28	31	20%	-3	◆	-5	◆	-12	◆		

All questions by theme

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Leadership and Managing Change

29% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers		
B40	I feel that HSE as a whole is managed well	28	30	24	15	31%	-4	◆	-15	◆	-25	◆
B41	Senior Management Team (SMT) in HSE are sufficiently visible	33	30	21	12	37%	-3	◆	-17	◆	-26	◆
B42	I believe the actions of Senior Management Team (SMT) are consistent with HSE's values	30	43	14	11	33%	-3	◆	-15	◆	-23	◆
B43	I believe that the Senior Management Team (SMT) has a clear vision for the future of HSE	27	37	21	12	30%	0		-14	◆	-22	◆
B44	Overall, I have confidence in the decisions made by HSE's Senior Management Team (SMT)	24	37	21	16	27%	-2	◆	-17	◆	-24	◆
B45	I feel that change is managed well in HSE	16	28	33	22	17%	-1		-14	◆	-21	◆
B46	When changes are made in HSE they are usually for the better	12	32	33	22	13%	+1		-17	◆	-24	◆
B47	HSE keeps me informed about matters that affect me	45	28	15	9	48%	-3	◆	-10	◆	-16	◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	20	31	27	19	22%	-1		-13	◆	-20	◆
B49	I think it is safe to challenge the way things are done in HSE	29	30	22	17	31%	-2	◆	-10	◆	-17	◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of HSE	10	37	31	16	7	46%	0	-13 ◆	-20 ◆
B51 I would recommend HSE as a great place to work	5	26	33	24	12	31%	0	-17 ◆	-29 ◆
B52 I feel a strong personal attachment to HSE	11	32	29	20	9	43%	0	-5 ◆	-11 ◆
B53 HSE inspires me to do the best in my job	6	23	36	23	12	29%	-2	-16 ◆	-22 ◆
B54 HSE motivates me to help it achieve its objectives	5	22	34	26	14	26%	-1	-17 ◆	-23 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that Senior Management Team (SMT) in HSE will take action on the results from this survey		28	31	20	16	33%	+2	-12 ◆	-21 ◆
B56 I believe that managers where I work will take action on the results from this survey	6	34	29	18	13	40%	-1	-15 ◆	-21 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey		19	39	22	17	22%	+2	-13 ◆	-18 ◆

All questions by theme

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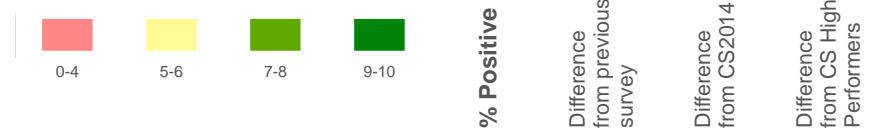
Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	24	58	9	6		82%	-2	-7 ◇	-9 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	12	44	23	14	7	56%	-2 ◇	-13 ◇	-17 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	9	44	23	13	10	54%	+1	-12 ◇	-17 ◇
B61 When I talk about HSE I say "we" rather than "they"	13	47	23	12	5	60%	-1	-8 ◇	-18 ◇
B62 I have some really good friendships at work	23	51	19	5		74%	-3 ◇	-2 ◇	-6 ◇

All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

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. The 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?	19	24	44	13	57%	0	-7 ◆	-9 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	22	46	19	65%	-1	-4 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	21	24	39	16	55%	0	-5 ◆	-8 ◆
W04 Overall, how anxious did you feel yesterday?	21	26	21	31	47%	-3 ◆	-3 ◆	-5 ◆

All questions by theme

◇ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

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 CS2014	Difference from CS High Performers
I want to leave HSE as soon as possible		9%	0	+2 ◇	-1
I want to leave HSE within the next 12 months		15%	+1	+2 ◇	-2 ◇
I want to stay working for HSE for at least the next year		30%	0	-1	-7 ◇
I want to stay working for HSE for at least the next three years		45%	-1	-1	-9 ◇

The Civil Service Code

Differences are based on '% Yes' score

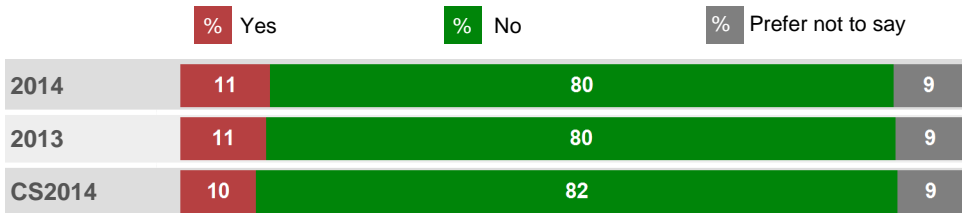
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		9	91%	-2 ◇	+1 ◇	-3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		37	63%	-1	-1	-8 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in HSE it would be investigated properly?		42	58%	-2	-11 ◇	-15 ◇

All questions by theme

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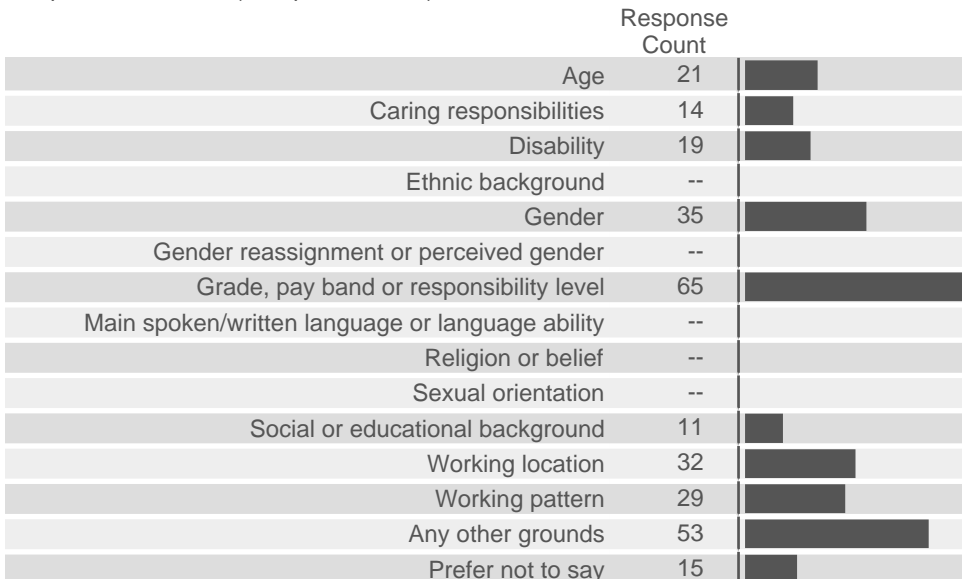
Discrimination, harassment and bullying

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



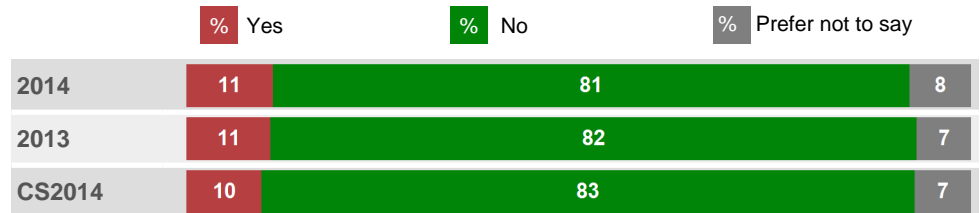
For respondents who selected 'Yes' to question E01.

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



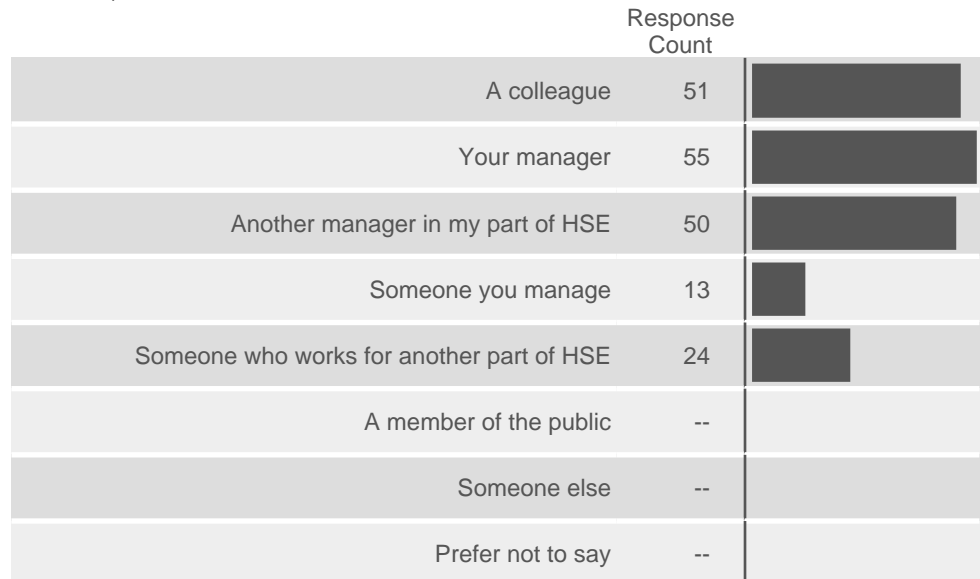
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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



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 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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.

strength of association
with engagement



 the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all 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.