



Health and Safety Executive

Returns : 2,032

Response rate : 72%

Civil Service People Survey 2015

Strength of association with engagement

Statistically significant difference from comparison

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 CS2015	Difference from CS High Performers
Leadership and managing change		35%	+6 ✧	-8 ✧	-17 ✧
My work		75%	+2 ✧	0	-4 ✧
My manager		65%	+2 ✧	-3 ✧	-6 ✧
Pay and benefits		26%	+3 ✧	-3 ✧	-10 ✧
Organisational objectives and purpose		78%	+4 ✧	-5 ✧	-9 ✧
Resources and workload		65%	+2	-7 ✧	-12 ✧
Learning and development		42%	+3 ✧	-7 ✧	-14 ✧
My team		77%	+3 ✧	-2 ✧	-5 ✧
Inclusion and fair treatment		71%	+2	-4 ✧	-8 ✧

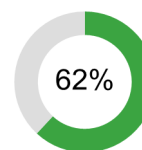


Strength of association with engagement

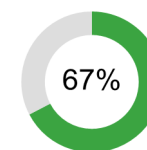


Statistically significant difference from comparison

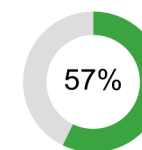
Wellbeing



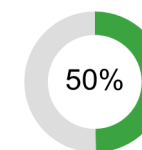
Overall, how satisfied are you with your life nowadays?



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

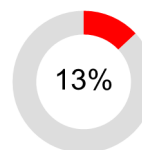


Overall, how happy did you feel yesterday?

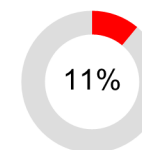


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

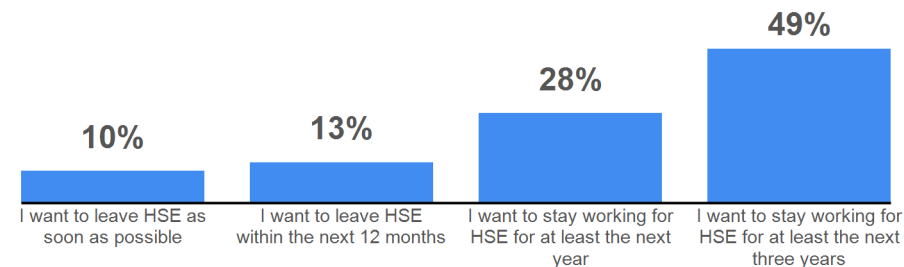


During the past 12 months have you personally experienced discrimination at work?



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

75% +2
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	41	47	7	3	2	89%	0	0	-3 ◆
B02 I am sufficiently challenged by my work	37	46	10	6	1	83%	+2 ◆	+4 ◆	0
B03 My work gives me a sense of personal accomplishment	26	51	13	8	4	77%	+3 ◆	+1 ◆	-2 ◆
B04 I feel involved in the decisions that affect my work	11	40	21	18	9	51%	+3 ◆	-5 ◆	-12 ◆
B05 I have a choice in deciding how I do my work	18	55	13	10	6	73%	+3 ◆	0	-6 ◆

Organisational objectives and purpose

78% +4
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of HSE's purpose	26	56	11	5	2	82%	+4 ◆	-3 ◆	-7 ◆
B07 I have a clear understanding of HSE's objectives	21	53	16	8	2	74%	+4 ◆	-5 ◆	-10 ◆
B08 I understand how my work contributes to HSE's objectives	22	55	15	6	2	77%	+3 ◆	-6 ◆	-10 ◆

All questions by theme

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

My manager

65% +2
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	20	44	19	11	6	64%	+2 ◆	-4 ◆	-8 ◆
B10	My manager is considerate of my life outside work	37	44	11	5		81%	+1	-1 ◆	-4 ◆
B11	My manager is open to my ideas	31	48	12	6		79%	+2 ◆	-1 ◆	-5 ◆
B12	My manager helps me to understand how I contribute to HSE's objectives	15	46	26	9		61%	+5 ◆	-2 ◆	-7 ◆
B13	Overall, I have confidence in the decisions made by my manager	26	45	16	8	5	71%	+2 ◆	-2 ◆	-6 ◆
B14	My manager recognises when I have done my job well	28	49	13	6		77%	+1	-2 ◆	-4 ◆
B15	I receive regular feedback on my performance	19	45	20	11		65%	+4 ◆	-2 ◆	-5 ◆
B16	The feedback I receive helps me to improve my performance	17	41	26	11	5	58%	+4 ◆	-4 ◆	-7 ◆
B17	I think that my performance is evaluated fairly	14	43	22	11	9	57%	+4 ◆	-5 ◆	-11 ◆
B18	Poor performance is dealt with effectively in my team	7	28	44	13	8	35%	0	-4 ◆	-8 ◆

My team

77% +3
 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 CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	38	47	10			85%	+1	0	-2 ◆
B20	The people in my team work together to find ways to improve the service we provide	31	48	14	5		79%	+4 ◆	-1 ◆	-5 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	24	45	19	9		69%	+5 ◆	-6 ◆	-10 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

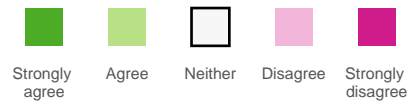
Learning and development

42% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	9	43	24	17	6	53%	+4 ◆	-10 ◆	-15 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	38	34	13	6	48%	+2 ◆	-4 ◆	-10 ◆
B24	There are opportunities for me to develop my career in HSE	5	23	26	24	21	28%	+3 ◆	-13 ◆	-21 ◆
B25	Learning and development activities I have completed while working for HSE are helping me to develop my career	8	32	30	19	12	40%	+3 ◆	-4 ◆	-10 ◆

Inclusion and fair treatment

71% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	21	54	13	8	2	75%	+1	-3 ◆	-7 ◆
B27	I am treated with respect by the people I work with	26	57	11	4	2	84%	+1	-1 ◆	-3 ◆
B28	I feel valued for the work I do	16	43	19	13	8	59%	+4 ◆	-5 ◆	-10 ◆
B29	I think that HSE respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	47	22	7	6	65%	0	-8 ◆	-13 ◆

All questions by theme

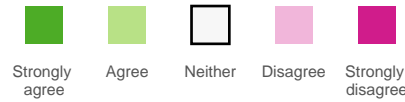
◆ indicates statistically significant difference from comparison
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Resources and workload **65%** +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	17	59	13	9	9	77%	-1	-7 ◆	-9 ◆
B31 I get the information I need to do my job well	10	50	21	15	9	60%	+1	-9 ◆	-13 ◆
B32 I have clear work objectives	13	59	16	9	9	72%	+1	-3 ◆	-8 ◆
B33 I have the skills I need to do my job effectively	19	62	13	9	9	81%	-1	-7 ◆	-9 ◆
B34 I have the tools I need to do my job effectively	9	41	20	22	8	50%	+2 ◆	-19 ◆	-24 ◆
B35 I have an acceptable workload	6	48	20	17	9	53%	+5 ◆	-6 ◆	-11 ◆
B36 I achieve a good balance between my work life and my private life	13	51	17	13	6	64%	+3 ◆	-3 ◆	-8 ◆

Pay and benefits **26%** +3

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	26	21	29	21	9	29%	+5 ◆	-3 ◆	-8 ◆
B38 I am satisfied with the total benefits package	25	24	28	19	9	29%	+3 ◆	-4 ◆	-11 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	20	21	31	26	9	22%	+3 ◆	-3 ◆	-10 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

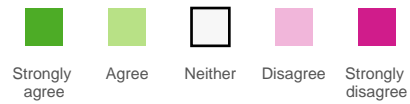
Leadership and managing change

35% +6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that HSE as a whole is managed well	35	32	20	9	39%	+8 ◇	-7 ◇	-17 ◇	
B41 Senior leaders in HSE are sufficiently visible^	6	41	26	18	9	47%	+10 ◇	-6 ◇	-19 ◇
B42 I believe the actions of senior leaders are consistent with HSE's values^	5	35	39	13	8	40%	+7 ◇	-6 ◇	-17 ◇
B43 I believe that the Management Board has a clear vision for the future of HSE^	6	38	38	12	7	43%	+13 ◇	+1 ◇	-10 ◇
B44 Overall, I have confidence in the decisions made by HSE's Management Board^	31	41	16	8	35%	+8 ◇	-7 ◇	-17 ◇	
B45 I feel that change is managed well in HSE	17	31	32	18	18%	+2 ◇	-12 ◇	-20 ◇	
B46 When changes are made in HSE they are usually for the better	17	39	29	14	18%	+5 ◇	-9 ◇	-17 ◇	
B47 HSE keeps me informed about matters that affect me	45	29	15	6	50%	+2	-6 ◇	-15 ◇	
B48 I have the opportunity to contribute my views before decisions are made that affect me	23	32	29	14	26%	+4 ◇	-10 ◇	-19 ◇	
B49 I think it is safe to challenge the way things are done in HSE	32	31	21	12	36%	+4 ◇	-6 ◇	-15 ◇	

All questions by theme

◆ indicates statistically significant difference from comparison
 ^ 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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of HSE	13	40	29	13	5	54%	+7 ◆	-4 ◆	-13 ◆
B51 I would recommend HSE as a great place to work	9	30	35	19	8	39%	+7 ◆	-8 ◆	-20 ◆
B52 I feel a strong personal attachment to HSE	14	33	29	16	7	47%	+4 ◆	0	-7 ◆
B53 HSE inspires me to do the best in my job	8	27	37	21	8	35%	+6 ◆	-9 ◆	-16 ◆
B54 HSE motivates me to help it achieve its objectives	7	25	36	23	9	32%	+6 ◆	-9 ◆	-16 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior leaders in HSE will take action on the results from this survey^	6	34	31	18	11	40%	+7 ◆	-3 ◆	-15 ◆
B56 I believe that managers where I work will take action on the results from this survey	8	37	29	16	11	44%	+4 ◆	-11 ◆	-18 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey		21	43	19	13	25%	+3 ◆	-8 ◆	-17 ◆

All questions by theme

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

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	24	59	9	6		83%	+1	-5 ◆	-6 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	13	47	23	12	5	60%	+4 ◆	-8 ◆	-13 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	9	46	23	14	7	56%	+2 ◆	-9 ◆	-14 ◆
B61 When I talk about HSE I say "we" rather than "they"	15	48	22	11		63%	+2 ◆	-7 ◆	-16 ◆
B62 I have some really good friendships at work	26	49	18	5		75%	+2	0	-4 ◆

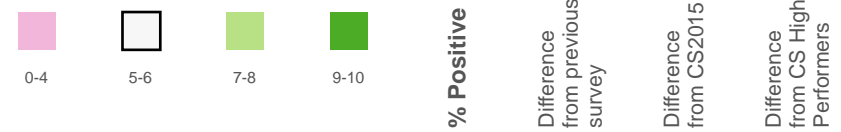
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	17	44	23	10	6	61%	--	-6 ◆	-10 ◆
B64 Senior leaders inspire people across HSE to do their best	25	41	20	10		29%	--	-8 ◆	-17 ◆
B65 My manager leads our team with confidence	19	49	19	8	5	68%	--	-3 ◆	-8 ◆
B66 Senior leaders lead HSE with confidence	6	36	38	13	7	42%	--	-5 ◆	-15 ◆
B67 My manager empowers me to do my job effectively	18	50	19	8	6	68%	--	-4 ◆	-8 ◆
B68 HSE's Management Board empower teams to deliver	22	49	16	10		25%	--	-15 ◆	-23 ◆
B69 Senior leaders in HSE actively role model the behaviours set out in the Civil Service Leadership Statement	22	54	11	9		26%	--	-10 ◆	-17 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	11	40	36	7	6	51%	--	-5 ◆	-10 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Wellbeing



Unlike the questions B01-B70 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.

W01 Overall, how satisfied are you with your life nowadays?	17	21	49	13	62%	+5 ◆	-3 ◆	-6 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	21	48	20	67%	+2 ◆	-4 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	19	24	39	19	57%	+2	-5 ◆	-8 ◆

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



W04 Overall, how anxious did you feel yesterday?	21	29	19	31	50%	+2 ◆	0	-3 ◆
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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 CS2015	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		13%	-3 ◇	-3 ◇	-7 ◇
I want to stay working for HSE for at least the next year		28%	-2	-4 ◇	-10 ◇
I want to stay working for HSE for at least the next three years		49%	+4 ◇	+6 ◇	-3 ◇

The Civil Service Code

Differences are based on '% Yes' score

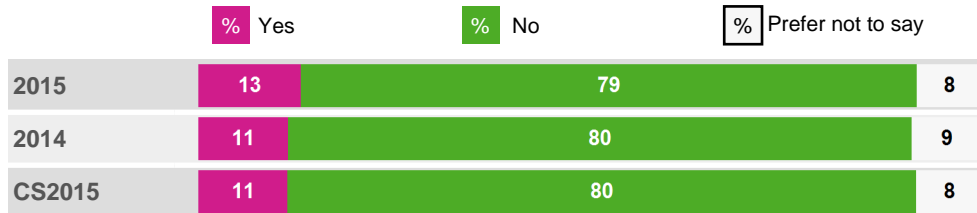
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		7	93%	+2 ◇	+2 ◇	-2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		37	63%	0	-4 ◇	-10 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in HSE it would be investigated properly?		38	62%	+4 ◇	-6 ◇	-11 ◇

All questions by theme

◆ indicates statistically significant difference from comparison
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Discrimination, harassment and bullying

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



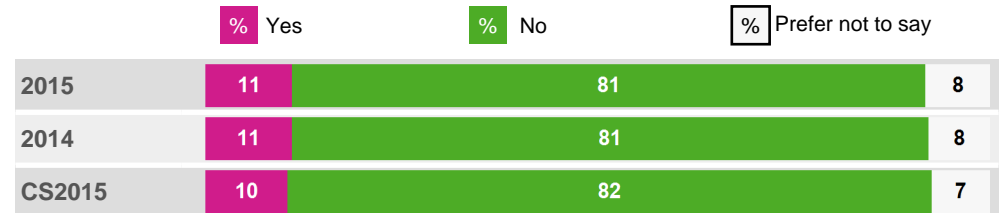
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	39
Caring responsibilities	34
Disability	31
Ethnic background	11
Gender	47
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	82
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	13
Working location	35
Working pattern	61
Any other grounds	65
Prefer not to say	24

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)

Who	Response Count
A colleague	79
Your manager	63
Another manager in my part of HSE	63
Someone you manage	13
Someone who works for another part of HSE	13
A member of the public	--
Someone else	--
Prefer not to say	27

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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.