



Health and Safety Executive

Returns : 2,131

Response rate : 78%

Civil Service People Survey 2016

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 CS2016	Difference from CS High Performers
Leadership and managing change		29%	-6 ✧	-14 ✧	-23 ✧
My work		72%	-2 ✧	-3 ✧	-6 ✧
My manager		64%	-1	-4 ✧	-7 ✧
Pay and benefits		27%	0	-4 ✧	-11 ✧
Learning and development		40%	-2 ✧	-10 ✧	-15 ✧
Resources and workload		64%	-2 ✧	-9 ✧	-13 ✧
Organisational objectives and purpose		77%	-1	-6 ✧	-11 ✧
My team		77%	-1	-3 ✧	-7 ✧
Inclusion and fair treatment		68%	-2 ✧	-8 ✧	-11 ✧



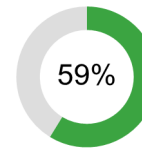
Strength of association with engagement



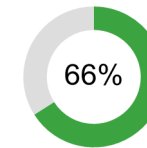
Statistically significant difference from comparison

Wellbeing

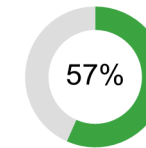
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



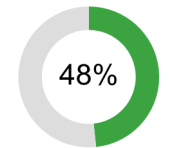
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



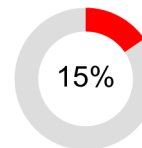
W03. Overall, how happy did you feel yesterday?



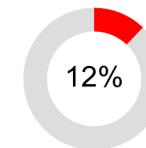
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

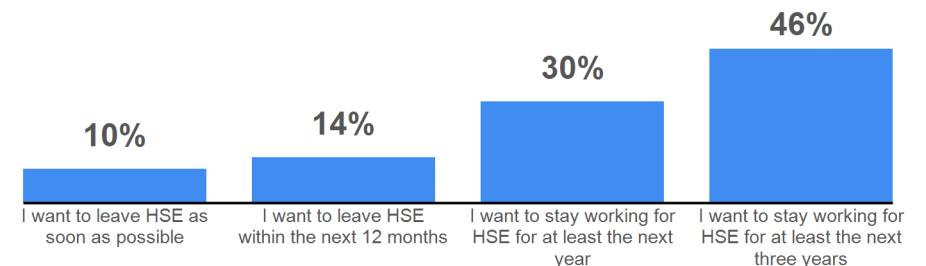


During the past 12 months have you personally experienced discrimination at work?



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% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	38	50	7	7	7	88%	-1 ◆	-2 ◆	-4 ◆
B02 I am sufficiently challenged by my work	36	45	9	7	7	81%	-2 ◆	+1 ◆	-2 ◆
B03 My work gives me a sense of personal accomplishment	25	50	13	9	9	75%	-2 ◆	-1	-5 ◆
B04 I feel involved in the decisions that affect my work	11	36	21	21	11	47%	-4 ◆	-10 ◆	-14 ◆
B05 I have a choice in deciding how I do my work	18	52	16	9	5	70%	-3 ◆	-4 ◆	-8 ◆

Organisational objectives and purpose

77% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of HSE's purpose	25	57	10	6	6	82%	-1	-4 ◆	-9 ◆
B07 I have a clear understanding of HSE's objectives	19	54	15	8	8	74%	0	-6 ◆	-11 ◆
B08 I understand how my work contributes to HSE's objectives	20	55	14	8	8	75%	-2 ◆	-8 ◆	-12 ◆

All questions by theme

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

My manager

64% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	18	45	21	10	6	63%	0	-5 ◆	-10 ◆
B10	My manager is considerate of my life outside work	37	43	12	7	1	81%	-1	-2 ◆	-5 ◆
B11	My manager is open to my ideas	29	49	13	5	4	78%	-1	-2 ◆	-6 ◆
B12	My manager helps me to understand how I contribute to HSE's objectives	16	43	28	9	5	59%	-2 ◆	-5 ◆	-10 ◆
B13	Overall, I have confidence in the decisions made by my manager	24	47	16	8	5	71%	0	-2 ◆	-7 ◆
B14	My manager recognises when I have done my job well	26	50	13	7	4	77%	0	-2 ◆	-5 ◆
B15	I receive regular feedback on my performance	19	45	20	12	5	64%	-1	-3 ◆	-6 ◆
B16	The feedback I receive helps me to improve my performance	16	40	27	11	5	57%	-1	-6 ◆	-10 ◆
B17	I think that my performance is evaluated fairly	15	41	23	12	8	56%	-1	-7 ◆	-12 ◆
B18	Poor performance is dealt with effectively in my team	8	28	41	14	9	36%	+1	-3 ◆	-7 ◆

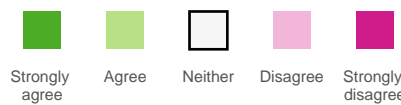
My team

77% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	37	47	9	5	2	85%	0	0	-2 ◆
B20	The people in my team work together to find ways to improve the service we provide	30	48	13	5	4	79%	0	-3 ◆	-6 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	23	43	19	10	5	66%	-2 ◆	-8 ◆	-12 ◆

All questions by theme

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

Learning and development

40% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	8	41	26	19	6	50%	-3 ◆	-11 ◆	-18 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	39	31	14	6	50%	+2 ◆	-1 ◆	-7 ◆
B24	There are opportunities for me to develop my career in HSE	7	21	25	26	25	25%	-3 ◆	-18 ◆	-26 ◆
B25	Learning and development activities I have completed while working for HSE are helping me to develop my career	7	29	30	21	13	36%	-4 ◆	-8 ◆	-15 ◆

Inclusion and fair treatment

68% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	19	53	14	9	5	72%	-3 ◆	-7 ◆	-11 ◆
B27	I am treated with respect by the people I work with	25	57	10	6	2	82%	-1 ◆	-2 ◆	-5 ◆
B28	I feel valued for the work I do	14	42	19	14	10	56%	-3 ◆	-8 ◆	-14 ◆
B29	I think that HSE respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	16	46	22	9	7	62%	-3 ◆	-12 ◆	-16 ◆

All questions by theme

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

Resources and workload

64% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	18	58	13	9	5	76%	-1	-6 ◆	-10 ◆
B31 I get the information I need to do my job well	10	46	23	16	5	56%	-3 ◆	-12 ◆	-18 ◆
B32 I have clear work objectives	13	54	18	10	5	68%	-4 ◆	-7 ◆	-12 ◆
B33 I have the skills I need to do my job effectively	19	62	13	5	3	82%	0	-7 ◆	-10 ◆
B34 I have the tools I need to do my job effectively	9	42	22	20	7	52%	+2	-18 ◆	-24 ◆
B35 I have an acceptable workload	6	45	19	19	10	52%	-2 ◆	-7 ◆	-13 ◆
B36 I achieve a good balance between my work life and my private life	14	48	17	14	7	62%	-3 ◆	-5 ◆	-10 ◆

Pay and benefits

27% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	25	19	28	24	4	28%	-1	-4 ◆	-11 ◆
B38 I am satisfied with the total benefits package	26	22	26	22	4	29%	+1	-5 ◆	-11 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	21	20	29	27	3	23%	+1	-4 ◆	-11 ◆

All questions by theme

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

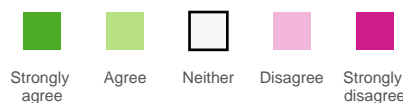
Leadership and managing change

29% -6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40 I feel that HSE as a whole is managed well	28	33	24	13	30%	-8 ◆	-17 ◆	-28 ◆	
B41 Senior leaders in HSE are sufficiently visible	33	28	23	12	36%	-11 ◆	-19 ◆	-29 ◆	
B42 I believe the actions of senior leaders are consistent with HSE's values	28	41	17	11	31%	-8 ◆	-17 ◆	-26 ◆	
B43 I believe that the Management Board has a clear vision for the future of HSE	33	40	14	9	37%	-6 ◆	-6 ◆	-17 ◆	
B44 Overall, I have confidence in the decisions made by HSE's Management Board	24	40	20	12	27%	-8 ◆	-17 ◆	-28 ◆	
B45 I feel that change is managed well in HSE	13	27	36	24	14%	-5 ◆	-16 ◆	-27 ◆	
B46 When changes are made in HSE they are usually for the better	14	36	30	18	16%	-2 ◆	-14 ◆	-23 ◆	
B47 HSE keeps me informed about matters that affect me	41	28	17	10	45%	-5 ◆	-11 ◆	-20 ◆	
B48 I have the opportunity to contribute my views before decisions are made that affect me	20	28	30	20	22%	-4 ◆	-16 ◆	-25 ◆	
B49 I think it is safe to challenge the way things are done in HSE	28	31	23	15	31%	-4 ◆	-12 ◆	-18 ◆	

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 CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of HSE	12	39	31	12	6	51%	-2 ◆	-8 ◆	-15 ◆
B51 I would recommend HSE as a great place to work	8	27	35	20	10	35%	-4 ◆	-16 ◆	-26 ◆
B52 I feel a strong personal attachment to HSE	12	33	29	17	9	45%	-2 ◆	-3 ◆	-10 ◆
B53 HSE inspires me to do the best in my job	6	26	37	21	11	32%	-3 ◆	-14 ◆	-21 ◆
B54 HSE motivates me to help it achieve its objectives	5	23	38	22	12	28%	-4 ◆	-15 ◆	-22 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that senior leaders in HSE will take action on the results from this survey	7	32	32	18	14	36%	-4 ◆	-10 ◆	-18 ◆
B56 I believe that managers where I work will take action on the results from this survey	7	37	29	16	11	44%	-1	-12 ◆	-20 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	21	43	20	13	13	24%	-1	-11 ◆	-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 CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	23	59	9	6		82%	-1	-6 ♦	-8 ♦
B59 I believe I would be supported if I try a new idea, even if it may not work	13	46	24	13	5	58%	-1	-11 ♦	-15 ♦
B60 When I talk about HSE I say "we" rather than "they"	15	47	21	12	5	63%	0	-9 ♦	-16 ♦
B61 I have some really good friendships at work	27	50	17	5		77%	+1	0	-4 ♦

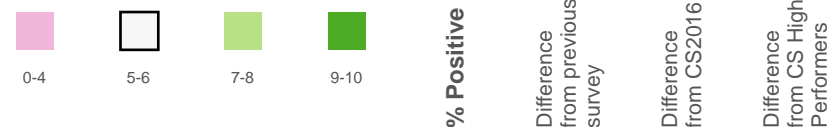
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior leaders in HSE actively role model the behaviours set out in the Civil Service Leadership Statement	24		50	14	10	27%	+1	-17 ♦	-22 ♦
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	14	42	30	8	6	56%	+5 ♦	-5 ♦	-11 ♦

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-B63 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	18	23	46	13	59%	-3 ◆	-8 ◆	-11 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	21	48	18	66%	-1	-5 ◆	-8 ◆
W03 Overall, how happy did you feel yesterday?	21	23	38	18	57%	-1	-7 ◆	-9 ◆

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?	20	28	20	31	48%	-1	-2 ◆	-5 ◆
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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 CS2016	Difference from CS High Performers
I want to leave HSE as soon as possible		10%	0	+2 ◆	-1 ◆
I want to leave HSE within the next 12 months		14%	+1	-1 ◆	-5 ◆
I want to stay working for HSE for at least the next year		30%	+2	-2 ◆	-9 ◆
I want to stay working for HSE for at least the next three years		46%	-3 ◆	+3 ◆	-5 ◆

The Civil Service Code

Differences are based on '% Yes' score

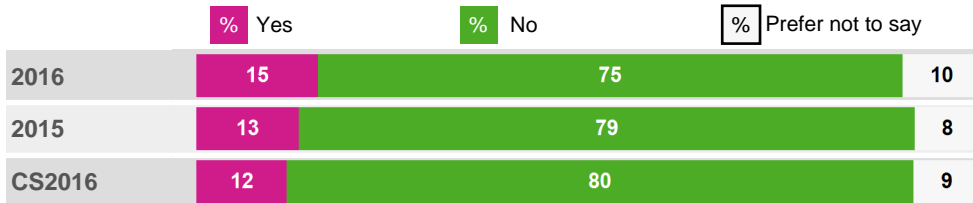
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	0	+1 ◆	-3 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		35	65%	+2 ◆	-2 ◆	-9 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in HSE it would be investigated properly?		41	59%	-3 ◆	-8 ◆	-16 ◆

All questions by theme

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

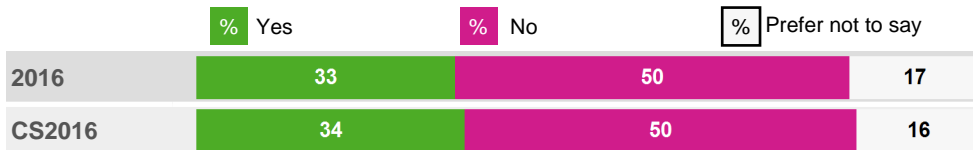
E01. During the past 12 months, have you personally experienced discrimination at work?



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



For respondents who selected 'Yes' to question E03.
 E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.
 E06. In your opinion, has this issue been resolved?



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)

	Response Count
Age	56
Caring responsibilities	37
Disability	40
Ethnic background	18
Gender	57
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	114
Main spoken/written language or language ability	11
Religion or belief	--
Sexual orientation	--
Social or educational background	25
Working location	46
Working pattern	67
Any other grounds	85
Prefer not to say	24

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)

	Response Count
A colleague	76
Your manager	84
Another manager in my part of HSE	73
Someone you manage	17
Someone who works for another part of HSE	27
A member of the public	10
Someone else	--
Prefer not to say	34

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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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 fewer 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.