



HM Treasury

Returns: 965

Response rate: 85%

Your engagement index

65%

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
0	+9	+3

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 CS2011
B50. I am proud when I tell others I am part of HM Treasury	78%	-2	+26 ✧
B51. I would recommend HM Treasury as a great place to work	62%	+1	+20 ✧

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

B52. I feel a strong personal attachment to HM Treasury	57%	+1	+11 ✧
---	-----	----	-------

Strive: motivated to do the best for the organisation...

B53. HM Treasury inspires me to do the best in my job	55%	-1	+17 ✧
B54. HM Treasury motivates me to help it achieve its objectives	50%	-1	+14 ✧

✧ = 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 CS2011	Difference from CS High Performers
Leadership and managing change		51%	0	+13 ✧	+4 ✧
My work		78%	+3	+7 ✧	+1 ✧
My line manager		64%	-1	-1	-4 ✧
Learning and development		44%	-5 ✧	+1	-7 ✧
Inclusion and fair treatment		73%	-1	0	-4 ✧
Pay and benefits		18%	-7 ✧	-14 ✧	-22 ✧
Organisational objectives and purpose		82%	+2	+1 ✧	-4 ✧
Resources and workload		71%	0	-1 ✧	-4 ✧
My team		79%	0	+2 ✧	-2 ✧


✧ = 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 CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change	Strength of association with engagement: 		
B41. SCS in HM Treasury are sufficiently visible	67%	-1	+22 ◇
B44. Overall, I have confidence in the decisions made by the Treasury's SCS	53%	+2	+17 ◇
B49. I think it is safe to challenge the way things are done in HM Treasury	55%	-2	+17 ◇
B45. I feel that change is managed well in HM Treasury	42%	+7 ◇	+15 ◇
B40. I feel that HM Treasury as a whole is managed well	55%	-1	+14 ◇
B42. I believe the actions of SCS are consistent with the Treasury's values	52%	-1	+13 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	47%	-7 ◇	+11 ◇
B46. When changes are made in HM Treasury they are usually for the better	33%	+2	+11 ◇
B47. HM Treasury keeps me informed about matters that affect me	65%	0	+10 ◇
B43. I believe that the Executive Management Board has a clear vision for the future of HM Treasury^	39%	+4 ◇	0

	% Positive	Diff. from previous survey	Difference from CS2011
My work	Strength of association with engagement: 		
B04. I feel involved in the decisions that affect my work	60%	+2	+11 ◇
B05. I have a choice in deciding how I do my work	81%	+4 ◇	+10 ◇
B02. I am sufficiently challenged by my work	81%	+5 ◇	+7 ◇
B03. My work gives me a sense of personal accomplishment	75%	+1	+3 ◇
B01. I am interested in my work	91%	+2	+2 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My line manager	Strength of association with engagement: 		
B11. My manager is open to my ideas	84%	0	+5 ◇
B13. Overall, I have confidence in the decisions made by my manager	75%	-1	+4 ◇
B10. My manager is considerate of my life outside work	82%	0	+4 ◇
B14. My manager recognises when I have done my job well	79%	-1	+3 ◇
B09. My manager motivates me to be more effective in my job	64%	-2	+1
B16. The feedback I receive helps me to improve my performance	57%	-3 ◇	-1
B12. My manager helps me to understand how I contribute to the Treasury's objectives	55%	+2	-3 ◇
B15. I receive regular feedback on my performance	56%	0	-4 ◇
B18. Poor performance is dealt with effectively in my team	31%	0	-6 ◇
B17. I think that my performance is evaluated fairly	54%	-4 ◇	-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

◇ indicates statistically significant difference from comparison



My work									
:Strength of association with engagement									
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B01. I am interested in my work	43	48	5	4		91%	+2	+2 ◇	-1 ◇
B02. I am sufficiently challenged by my work	35	46	8	8		81%	+5 ◇	+7 ◇	+2 ◇
B03. My work gives me a sense of personal accomplishment	25	50	14	8		75%	+1	+3 ◇	-2 ◇
B04. I feel involved in the decisions that affect my work	15	46	21	15	4	60%	+2	+11 ◇	+1
B05. I have a choice in deciding how I do my work	23	58	12	5		81%	+4 ◇	+10 ◇	+4 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the Treasury's purpose	29	59	8			88%	+3 ◇	+4 ◇	-1 ◇
B07. I have a clear understanding of the Treasury's objectives	24	54	17	4		78%	0	0	-6 ◇
B08. I understand how my work contributes to the Treasury's objectives	26	55	14	5		81%	+3 ◇	0	-5 ◇

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



My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	18	46	21	11	4	64%	-2	+1	-3 ◇
B10. My manager is considerate of my life outside work	37	46	12			82%	0	+4 ◇	0
B11. My manager is open to my ideas	34	50	10	5		84%	0	+5 ◇	+2 ◇
B12. My manager helps me to understand how I contribute to the Treasury's objectives	13	42	30	12		55%	+2	-3 ◇	-9 ◇
B13. Overall, I have confidence in the decisions made by my manager	27	48	15	8		75%	-1	+4 ◇	0
B14. My manager recognises when I have done my job well	25	54	13	7		79%	-1	+3 ◇	-1
B15. I receive regular feedback on my performance	12	44	23	18	4	56%	0	-4 ◇	-9 ◇
B16. The feedback I receive helps me to improve my performance	13	44	28	12		57%	-3 ◇	-1	-5 ◇
B17. I think that my performance is evaluated fairly	11	43	27	14	5	54%	-4 ◇	-8 ◇	-13 ◇
B18. Poor performance is dealt with effectively in my team	5	26	42	18	8	31%	0	-6 ◇	-9 ◇

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	29	55	10	6		84%	0	+1 ◇	-2 ◇
B20. The people in my team work together to find ways to improve the service we provide	24	55	14	6		79%	-1	+1	-3 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	21	52	19	7		73%	+1	+5 ◇	-1

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 CS2011
 Difference from CS High Performers

Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	8	44	28	17	4	51%	-6 ◇	-3 ◇	-12 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	33	38	15	5	42%	-9 ◇	-3 ◇	-10 ◇
B24. There are opportunities for me to develop my career in HM Treasury	7	34	27	21	12	41%	+2	+10 ◇	+2 ◇
B25. Learning and development activities I have completed while working for HM Treasury are helping me to develop my career	6	34	34	18	7	40%	-7 ◇	+1	-5 ◇

Inclusion and fair treatment

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B26. I am treated fairly at work	24	58	10	6		82%	0	+4 ◇	+1
B27. I am treated with respect by the people I work with	30	57	9			87%	0	+3 ◇	0
B28. I feel valued for the work I do	19	46	20	11	4	64%	-1	+5 ◇	-2 ◇
B29. I think that HM Treasury respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	15	45	20	16	4	60%	-2	-10 ◇	-17 ◇

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 CS2011	Difference from CS High Performers
Resources and workload									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	16	63	11	7		80%	0	-3 ✧	-7 ✧
B31. I get the information I need to do my job well	12	57	19	10		69%	+2	+2 ✧	-2 ✧
B32. I have clear work objectives	13	54	17	12		68%	+1	-6 ✧	-10 ✧
B33. I have the skills I need to do my job effectively	23	64	10			87%	-1	-1 ✧	-4 ✧
B34. I have the tools I need to do my job effectively	13	61	16	9		74%	+1	+3 ✧	-2 ✧
B35. I have an acceptable workload	7	54	18	16	5	61%	0	0	-4 ✧
B36. I achieve a good balance between my work life and my private life	13	49	17	16	5	62%	0	-5 ✧	-11 ✧
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	18	17	36	28		19%	-8 ✧	-13 ✧	-20 ✧
B38. I am satisfied with the total benefits package	20	21	32	26		21%	-7 ✧	-13 ✧	-19 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	11	15	32	41		12%	-5 ✧	-15 ✧	-23 ✧

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 CS2011
 Difference from CS High Performers

Leadership and managing change

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that HM Treasury as a whole is managed well	4	50	26	16		55%	-1	+14 ✧	0
B41. SCS in HM Treasury are sufficiently visible	11	57	19	12		67%	-1	+22 ✧	+8 ✧
B42. I believe the actions of SCS are consistent with the Treasury's values	6	46	33	13		52%	-1	+13 ✧	+2 ✧
B43. I believe that the Executive Management Board has a clear vision for the future of HM Treasury [^]	5	35	45	12		39%	+4 ✧	0	-11 ✧
B44. Overall, I have confidence in the decisions made by the Treasury's SCS	5	48	33	10		53%	+2	+17 ✧	+6 ✧
B45. I feel that change is managed well in HM Treasury		39	26	25	7	42%	+7 ✧	+15 ✧	+5 ✧
B46. When changes are made in HM Treasury they are usually for the better		31	44	19	4	33%	+2	+11 ✧	+2 ✧
B47. HM Treasury keeps me informed about matters that affect me	7	58	22	11		65%	0	+10 ✧	+3 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	6	41	29	19	6	47%	-7 ✧	+11 ✧	+3 ✧
B49. I think it is safe to challenge the way things are done in HM Treasury	8	47	24	15	6	55%	-2	+17 ✧	+9 ✧

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 CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of HM Treasury	33	45	16	5	78%	-2	+26 ◇	+13 ◇	
B51. I would recommend HM Treasury as a great place to work	18	44	23	10	62%	+1	+20 ◇	+7 ◇	
B52. I feel a strong personal attachment to HM Treasury	19	38	25	14	57%	+1	+11 ◇	+3 ◇	
B53. HM Treasury inspires me to do the best in my job	14	41	27	14	55%	-1	+17 ◇	+6 ◇	
B54. HM Treasury motivates me to help it achieve its objectives	10	40	31	15	50%	-1	+14 ◇	+4 ◇	
Taking action									
B55. I believe that SCS in HM Treasury will take action on the results from this survey	4	39	26	21	43%	0	+4 ◇	-7 ◇	
B56. I believe that managers where I work will take action on the results from this survey	8	41	26	17	48%	+4 ◇	0	-8 ◇	
B57. Where I work, I think effective action has been taken on the results of the last survey	4	21	46	20	24%	-	-5 ◇	-13 ◇	

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for HM Treasury?

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave HM Treasury as soon as possible		9%	0	+2 ^	-1 ^
I want to leave HM Treasury within the next 12 months		21%	+1	+10 ^	+7 ^
I want to stay working for HM Treasury for at least the next year		43%	+1	+15 ^	+8 ^
I want to stay working for HM Treasury for at least the next three years		27%	-2	-27 ^	-33 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		7	93%	0	+7 ^	+2 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		48	52%	+3 ^	-7 ^	-13 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in HM Treasury it would be investigated properly?		28	72%	+1	+8 ^	+1

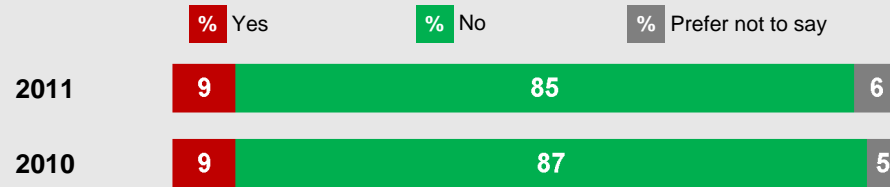
^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

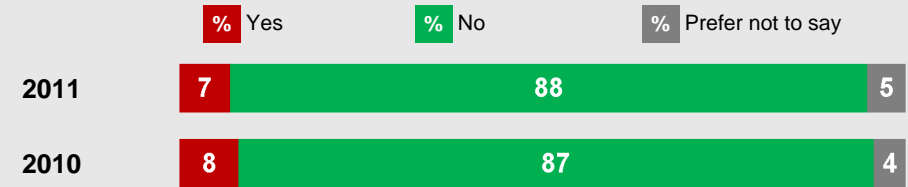
All questions by theme

Discrimination, harassment and bullying

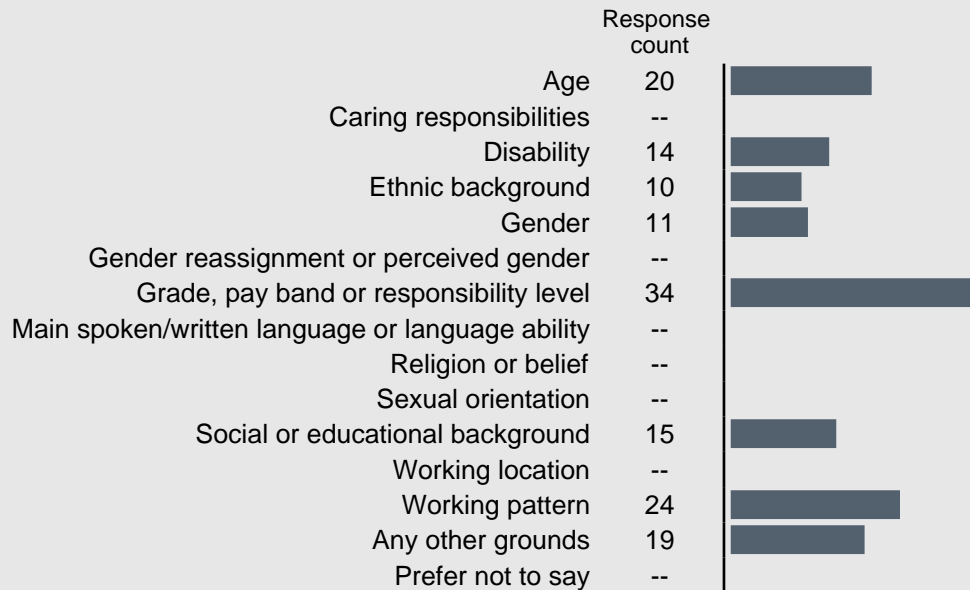
E01. During the past 12 months, have you personally experienced discrimination at work?



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

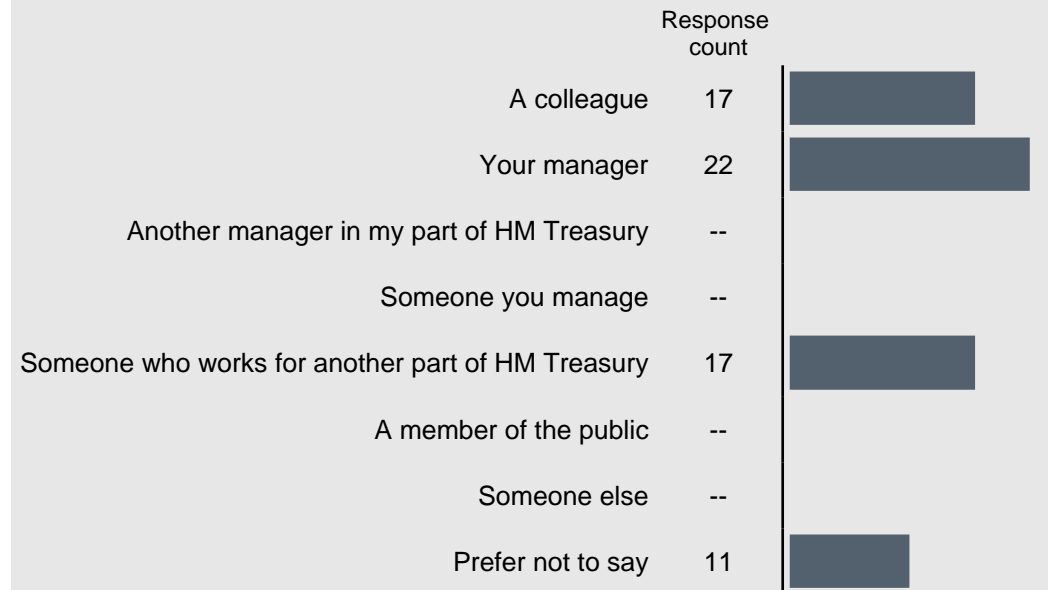


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



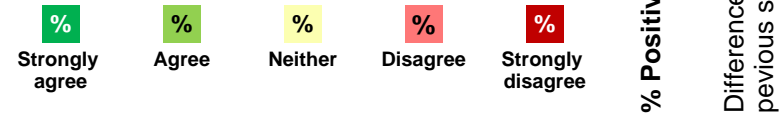
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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



HM Treasury questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. The Treasury Executive Management Board (EMB) is good at providing leadership [^]	36		43	15		39%	-2
F02. The Treasury Executive Management Board (EMB) is good at communicating [^]	41		34	19	4	44%	-6 ◇
F03. The department is doing a good job at moving people to where they are most needed	34		40	18	5	36%	+13 ◇
F04. The department is doing a good job of recruiting the right people for our future needs	23		41	27	8	24%	+2
F05. The department is doing a good job of retaining its most talented people	9	24	38	29		10%	-2 ◇
F06. There is good cooperation between my team and teams in other groups that we have dealings with [^]	12	64	16	6		76%	+2
F07. My team has the right people with the right skills in the right post	8	55	22	12		63%	+1
F08. In the department we recognise and reward good performers	26		31	25	14	29%	-3

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 2010 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✦

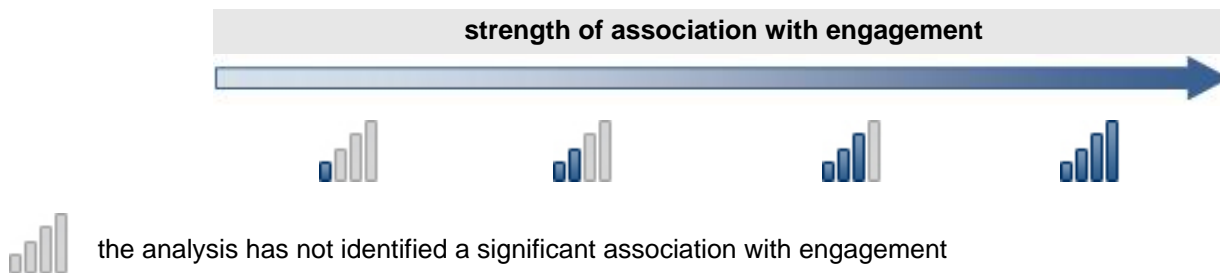
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2011 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.