



HM Treasury

Returns: 1,077

Response rate: 81%

Your engagement index

65%

Difference from
previous survey

-3 ✧

Difference from
CS2010

+9 ✧

Difference from CS High
Performers

+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 CS2010
B50. I am proud when I tell others I am part of HM Treasury	80%	-3 ✧	+25 ✧
B51. I would recommend HM Treasury as a great place to work	61%	-8 ✧	+20 ✧

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

B52. I feel a strong personal attachment to HM Treasury	56%	-2	+9 ✧
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Strive: motivated to do the best for the organisation...

B53. HM Treasury inspires me to do the best in my job	56%	-6 ✧	+17 ✧
B54. HM Treasury motivates me to help it achieve its objectives	51%	-8 ✧	+15 ✧

✧ = 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 CS2010	Difference from CS High Performers
Leadership and managing change		50%	-	+13 ✧	+4 ✧
My work		75%	-6 ✧	+4 ✧	0
My line manager		65%	-2	0	-3 ✧
Learning and development		49%	-9 ✧	+5 ✧	0
Inclusion and fair treatment		74%	-4 ✧	+1	-2 ✧
Pay and benefits		24%	-7 ✧	-13 ✧	-19 ✧
Organisational objectives and purpose		80%	-4 ✧	-1 ✧	-6 ✧
Resources and workload		71%	+1	-2 ✧	-6 ✧
My team		79%	-2	+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 the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Diff. from CS2010
Leadership and managing change Strength of association with engagement: 			
B41. SCS in HM Treasury are sufficiently visible	68%	+4 ◇	+23 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	54%	+11 ◇	+22 ◇
B49. I think it is safe to challenge the way things are done in HM Treasury	57%	+2	+17 ◇
B44. Overall, I have confidence in the decisions made by the Treasury's SCS	51%	-7 ◇	+16 ◇
B40. I feel that HM Treasury as a whole is managed well	56%	-7 ◇	+15 ◇
B42. I believe the actions of SCS are consistent with the Treasury's values	52%	-2	+13 ◇
B47. HM Treasury keeps me informed about matters that affect me	64%	-2	+10 ◇
B46. When changes are made in HM Treasury they are usually for the better	32%	-8 ◇	+9 ◇
B45. I feel that change is managed well in HM Treasury	35%	-2	+7 ◇
B43. I believe that the Executive Management Group has a clear vision for the future of HM Treasury	35%	-	0

My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	58%	-11 ◇	+9 ◇
B05. I have a choice in deciding how I do my work	77%	-3 ◇	+7 ◇
B02. I am sufficiently challenged by my work	77%	-7 ◇	+3 ◇
B03. My work gives me a sense of personal accomplishment	74%	-7 ◇	+2 ◇
B01. I am interested in my work	89%	-5 ◇	+1








My line manager Strength of association with engagement: 			
B13. Overall, I have confidence in the decisions made by my manager	76%	-2	+7 ◇
B11. My manager is open to my ideas	84%	-1	+7 ◇
B10. My manager is considerate of my life outside work	82%	+3 ◇	+4 ◇
B09. My manager motivates me to be more effective in my job	66%	-3	+4 ◇
B16. The feedback I receive helps me to improve my performance	60%	-1	+3 ◇
B14. My manager recognises when I have done my job well	79%	0	+3 ◇
B15. I receive regular feedback on my performance	57%	-3	-4 ◇
B17. I think that my performance is evaluated fairly	58%	-2	-4 ◇
B12. My manager helps me to understand how I contribute to the Treasury's objectives	54%	-5 ◇	-4 ◇
B18. Poor performance is dealt with effectively in my team	31%	-2	-7 ◇

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 CS2010	Difference from CS High Performers
My work									
 :Strength of association with engagement									
B01. I am interested in my work	43	46	7	4		89%	-5 ◇	+1	-2 ◇
B02. I am sufficiently challenged by my work	32	45	10	11		77%	-7 ◇	+3 ◇	-1 ◇
B03. My work gives me a sense of personal accomplishment	23	50	14	11		74%	-7 ◇	+2 ◇	-3 ◇
B04. I feel involved in the decisions that affect my work	14	44	21	16	5	58%	-11 ◇	+9 ◇	+1
B05. I have a choice in deciding how I do my work	24	53	13	8		77%	-3 ◇	+7 ◇	+1
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of the Treasury's purpose	26	59	10	4		85%	-3 ◇	0	-5 ◇
B07. I have a clear understanding of the Treasury's objectives	20	59	14	6		79%	-5 ◇	+1 ◇	-7 ◇
B08. I understand how my work contributes to the Treasury's objectives	22	55	14	8		77%	-4 ◇	-3 ◇	-9 ◇

All questions by theme

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

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My line manager									
:Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	19	47	18	12	4	66%	-3	+4 ◇	-1
B10. My manager is considerate of my life outside work	36	47	11	5		82%	+3 ◇	+4 ◇	0
B11. My manager is open to my ideas	34	50	11	4		84%	-1	+7 ◇	+3 ◇
B12. My manager helps me to understand how I contribute to the Treasury's objectives	13	41	31	13		54%	-5 ◇	-4 ◇	-10 ◇
B13. Overall, I have confidence in the decisions made by my manager	26	50	14	7		76%	-2	+7 ◇	+2 ◇
B14. My manager recognises when I have done my job well	27	53	12	7		79%	0	+3 ◇	0
B15. I receive regular feedback on my performance	14	42	23	17		57%	-3	-4 ◇	-9 ◇
B16. The feedback I receive helps me to improve my performance	15	45	25	13		60%	-1	+3 ◇	-1 ◇
B17. I think that my performance is evaluated fairly	13	45	26	12	4	58%	-2	-4 ◇	-9 ◇
B18. Poor performance is dealt with effectively in my team	5	25	43	19	8	31%	-2	-7 ◇	-10 ◇
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	33	50	11	5		84%	0	0	-2 ◇
B20. The people in my team work together to find ways to improve the service we provide	26	54	12	6		80%	-1	+2 ◇	-2 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	23	50	18	8		73%	-5 ◇	+3 ◇	-2 ◇

All questions by theme

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

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	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	49	24	15		57%	-8 ◇	+2 ◇	-6 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	41	33	13		51%	-8 ◇	+3 ◇	-2 ◇
B24. There are opportunities for me to develop my career in HM Treasury	7	32	28	20	13	39%	-12 ◇	+11 ◇	+3 ◇
B25. Learning and development activities I have completed while working for HM Treasury are helping me to develop my career	9	39	32	15	6	48%	-7 ◇	+7 ◇	+2 ◇
Inclusion and fair treatment									
Strength of association with engagement									
B26. I am treated fairly at work	23	59	11	6		81%	-4 ◇	+3 ◇	0
B27. I am treated with respect by the people I work with	30	57	8	4		87%	-2	+3 ◇	0
B28. I feel valued for the work I do	16	49	17	13	5	65%	-5 ◇	+5 ◇	0
B29. I think that HM Treasury respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	16	46	20	13	5	62%	-4 ◇	-9 ◇	-13 ◇

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	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	15	64	9	10		79%	+2	-3 ◇	-7 ◇
B31. I get the information I need to do my job well	11	56	18	13		67%	-1	0	-3 ◇
B32. I have clear work objectives	13	54	17	12	4	67%	-3	-7 ◇	-12 ◇
B33. I have the skills I need to do my job effectively	21	66	9			88%	+4 ◇	-1	-3 ◇
B34. I have the tools I need to do my job effectively	12	60	15	10		73%	+1	+1	-3 ◇
B35. I have an acceptable workload	7	54	18	16	4	61%	+1	-1	-6 ◇
B36. I achieve a good balance between my work life and my private life	13	49	16	16	5	62%	+1	-8 ◇	-11 ◇
Pay and benefits									
Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	25	22	30	20		27%	-5 ◇	-11 ◇	-18 ◇
B38. I am satisfied with the total benefits package	26	27	28	18		28%	-10 ◇	-11 ◇	-18 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	16	15	34	33		17%	-6 ◇	-14 ◇	-22 ◇

All questions by theme

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




	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change									
■ ■ ■ :Strength of association with engagement									
B40. I feel that HM Treasury as a whole is managed well	4	52	25	15	5	56%	-7 ◇	+15 ◇	+3 ◇
B41. SCS in HM Treasury are sufficiently visible	10	58	17	12		68%	+4 ◇	+23 ◇	+8 ◇
B42. I believe the actions of SCS are consistent with the Treasury's values	6	46	33	10	4	52%	-2	+13 ◇	+1
B43. I believe that the Executive Management Group has a clear vision for the future of HM Treasury	4	30	43	17	6	35%	-	0	-12 ◇
B44. Overall, I have confidence in the decisions made by the Treasury's SCS	5	47	33	12	4	51%	-7 ◇	+16 ◇	+4 ◇
B45. I feel that change is managed well in HM Treasury		32	31	26	8	35%	-2	+7 ◇	-4 ◇
B46. When changes are made in HM Treasury they are usually for the better		30	47	17	4	32%	-8 ◇	+9 ◇	0
B47. HM Treasury keeps me informed about matters that affect me	7	57	19	13	4	64%	-2	+10 ◇	+2 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	7	47	25	17	4	54%	+11 ◇	+22 ◇	+15 ◇
B49. I think it is safe to challenge the way things are done in HM Treasury	9	48	22	16	5	57%	+2	+17 ◇	+10 ◇

All questions by theme

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

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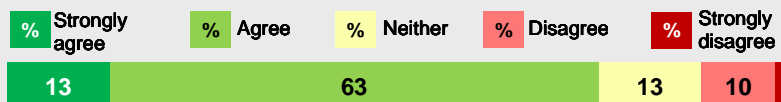
◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of HM Treasury	31	49	14	5		80%	-3 ◇	+25 ◇	+16 ◇
B51. I would recommend HM Treasury as a great place to work	18	43	23	13		61%	-8 ◇	+20 ◇	+9 ◇
B52. I feel a strong personal attachment to HM Treasury	18	38	27	14		56%	-2	+9 ◇	+2 ◇
B53. HM Treasury inspires me to do the best in my job	13	43	28	13		56%	-6 ◇	+17 ◇	+8 ◇
B54. HM Treasury motivates me to help it achieve its objectives	11	40	31	14		51%	-8 ◇	+15 ◇	+6 ◇
Taking action									
B55. I believe that SCS in HM Treasury will take action on the results from this survey	5	38	27	20	10	43%	-8 ◇	+5 ◇	-5 ◇
B56. I believe that managers where I work will take action on the results from this survey	7	37	28	19	9	45%	-9 ◇	-2 ◇	-8 ◇

All questions by theme

Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

76%	2010 % Positive
-2	Difference from previous survey
-6 ✧	Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

48%	2010 % Yes
-20 ✧	Difference from previous survey
-30 ✧	Difference from CS2010

Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for HM Treasury?

Statement	%	Difference from previous survey	Difference from CS2010
I want to leave HM Treasury as soon as possible	9%	+4 ✧	+1 ✧
I want to leave HM Treasury within the next 12 months	21%	+4 ✧	+10 ✧
I want to stay working for HM Treasury for at least the next year	42%	-6 ✧	+15 ✧
I want to stay working for HM Treasury for at least the next three years	29%	-1	-26 ✧

The Civil Service Code

Differences are based on '% Yes' score

Statement	% Yes	% No	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	94	6	+1	+13 ✧
E02. Are you aware of how to raise a concern under the Civil Service Code?	49	51	+3	-4 ✧
E03. Are you confident that if you raised a concern under the Civil Service Code in HM Treasury it would be investigated properly?	72	28	-1	+10 ✧

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

All questions by theme

Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?



% Yes

7% ^ Previous survey

10% ^ CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



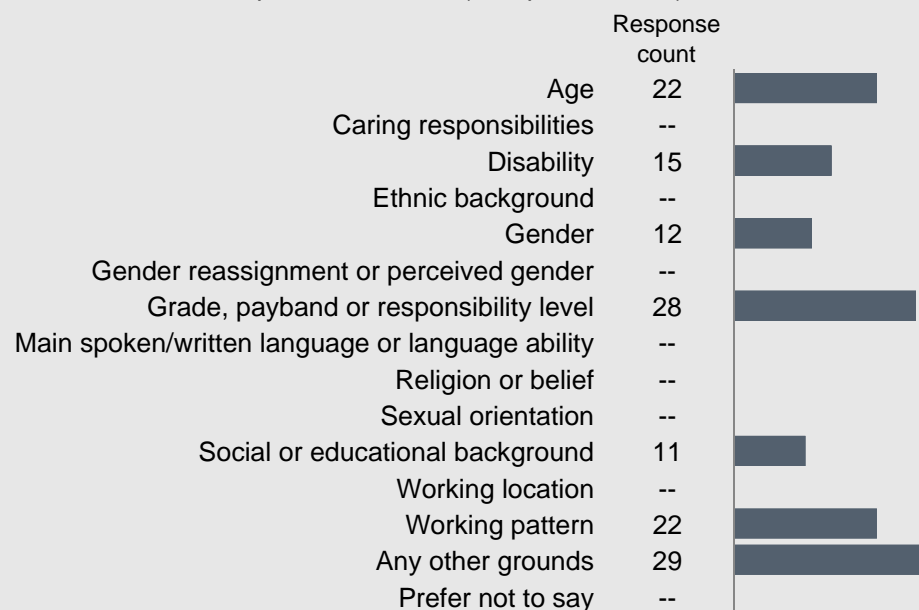
% Yes

7% Previous survey

10% ^ CS2010

For respondents who selected 'Yes' to question F01.

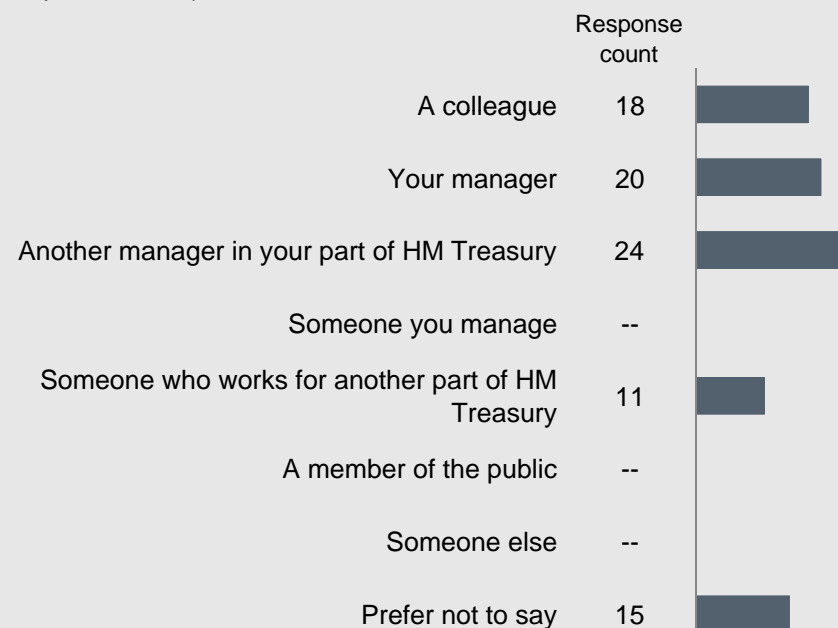
F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

For respondents who selected 'Yes' to question F03.

F04. 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 '--'

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◇ indicates statistically significant difference from comparison

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
HM Treasury questions							
G01. The Treasury Executive Management Group (EMG) is good at providing leadership	38		41	14	4	41%	-
G02. The Treasury Executive Management Group (EMG) is good at communicating	5	45	31	15	4	49%	-
G03. The department is doing a good job at moving people to where they are most needed	22		42	28	7	24%	-23 ◇
G04. The department is doing a good job of recruiting the right people for our future needs	21		48	22	7	23%	-21 ◇
G05. The department is doing a good job of retaining its most talented people	11		36	35	17	12%	-7 ◇
G06. There is good cooperation between my team and teams in other directorates that we have dealings with	12	62	16	8		74%	0
G07. My team has the right people with the right skills in the right post	10	52	22	13		63%	-8 ◇
G08. In the department we recognise and reward good performers	29		33	24	11	32%	-5 ◇

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 2009 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.
CS2010	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 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 2010 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: ✧

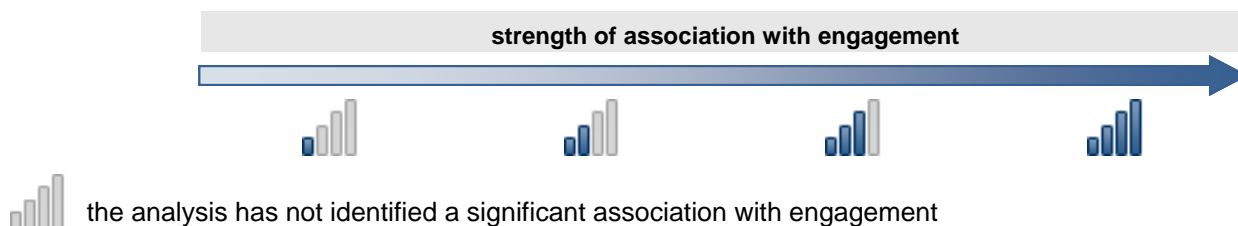
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



Confidentiality

This survey was carried out as part of the 2010 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 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.