

HMRC (50233293)

Returns: 38,416

Response rate: 52%

Your engagement index

40%

Difference from previous survey

+6 ✧

Difference from CS2011

-16 ✧

Difference from CS High Performers

-22 ✧

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 HMRC	22%	+7 ✧	-31 ✧
B51. I would recommend HMRC as a great place to work	18%	+7 ✧	-24 ✧

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

B52. I feel a strong personal attachment to HMRC	26%	+5 ✧	-19 ✧
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Strive: motivated to do the best for the organisation...










B53. HMRC inspires me to do the best in my job	20%	+6 ✧	-18 ✧
B54. HMRC motivates me to help it achieve its objectives	19%	+7 ✧	-16 ✧

✧ = 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		23%	+6 ✧	-15 ✧	-24 ✧
My work		54%	+5 ✧	-17 ✧	-22 ✧
My line manager		61%	+4 ✧	-3 ✧	-6 ✧
Pay and benefits		24%	0	-7 ✧	-15 ✧
Learning and development		36%	+9 ✧	-7 ✧	-14 ✧
Resources and workload		68%	+6 ✧	-5 ✧	-8 ✧
Organisational objectives and purpose		72%	+8 ✧	-9 ✧	-14 ✧
My team		77%	+3 ✧	0	-3 ✧
Inclusion and fair treatment		67%	+5 ✧	-6 ✧	-10 ✧


✧ = 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: 		
B46. When changes are made in HMRC they are usually for the better	13%	+5 ◇	-10 ◇
B49. I think it is safe to challenge the way things are done in HMRC	27%	+5 ◇	-12 ◇
B45. I feel that change is managed well in HMRC	15%	+5 ◇	-12 ◇
B42. I believe the actions of senior managers are consistent with HMRC's values	25%	+6 ◇	-14 ◇
B41. Senior managers in HMRC are sufficiently visible	31%	+7 ◇	-14 ◇
B47. HMRC keeps me informed about matters that affect me	39%	+8 ◇	-16 ◇
B43. I believe that ExCom has a clear vision for the future of HMRC	22%	+7 ◇	-17 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	18%	+2 ◇	-18 ◇
B44. Overall, I have confidence in the decisions made by HMRC's senior managers	17%	+6 ◇	-19 ◇
B40. I feel that HMRC as a whole is managed well	18%	+6 ◇	-22 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My work	Strength of association with engagement: 		
B02. I am sufficiently challenged by my work	64%	+5 ◇	-11 ◇
B01. I am interested in my work	76%	+4 ◇	-13 ◇
B04. I feel involved in the decisions that affect my work	34%	+6 ◇	-16 ◇
B03. My work gives me a sense of personal accomplishment	54%	+6 ◇	-18 ◇
B05. I have a choice in deciding how I do my work	45%	+4 ◇	-26 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My line manager	Strength of association with engagement: 		
B15. I receive regular feedback on my performance	63%	+4 ◇	+3 ◇
B18. Poor performance is dealt with effectively in my team	38%	+4 ◇	+1 ◇
B14. My manager recognises when I have done my job well	74%	+4 ◇	-2 ◇
B12. My manager helps me to understand how I contribute to HMRC's objectives	56%	+6 ◇	-3 ◇
B17. I think that my performance is evaluated fairly	59%	+4 ◇	-3 ◇
B16. The feedback I receive helps me to improve my performance	54%	+6 ◇	-3 ◇
B10. My manager is considerate of my life outside work	74%	+2 ◇	-4 ◇
B09. My manager motivates me to be more effective in my job	59%	+5 ◇	-5 ◇
B11. My manager is open to my ideas	72%	+2 ◇	-7 ◇
B13. Overall, I have confidence in the decisions made by my manager	64%	+4 ◇	-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 CS2011
 Difference from CS High Performers

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	24	52	14	7		76%	+4 ◇	-13 ◇	-16 ◇
B02. I am sufficiently challenged by my work	19	44	16	14	6	64%	+5 ◇	-11 ◇	-15 ◇
B03. My work gives me a sense of personal accomplishment	13	41	20	17	8	54%	+6 ◇	-18 ◇	-23 ◇
B04. I feel involved in the decisions that affect my work	6	28	21	28	17	34%	+6 ◇	-16 ◇	-26 ◇
B05. I have a choice in deciding how I do my work	9	36	18	22	15	45%	+4 ◇	-26 ◇	-32 ◇

Organisational objectives and purpose

 :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
B06. I have a clear understanding of HMRC's purpose	15	58	17	7		73%	+8 ◇	-11 ◇	-16 ◇
B07. I have a clear understanding of HMRC's objectives	14	57	18	8		70%	+9 ◇	-8 ◇	-14 ◇
B08. I understand how my work contributes to HMRC's objectives	15	58	17	7		73%	+8 ◇	-9 ◇	-13 ◇

All questions by theme

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

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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	14	45	23	13	6	59%	+5 ◇	-5 ◇	-8 ◇
B10. My manager is considerate of my life outside work	26	49	16	6		74%	+2 ◇	-4 ◇	-8 ◇
B11. My manager is open to my ideas	21	52	18	7		72%	+2 ◇	-7 ◇	-9 ◇
B12. My manager helps me to understand how I contribute to HMRC's objectives	12	44	30	11	4	56%	+6 ◇	-3 ◇	-8 ◇
B13. Overall, I have confidence in the decisions made by my manager	18	46	20	10	5	64%	+4 ◇	-7 ◇	-10 ◇
B14. My manager recognises when I have done my job well	22	53	15	8		74%	+4 ◇	-2 ◇	-5 ◇
B15. I receive regular feedback on my performance	15	48	18	14	4	63%	+4 ◇	+3 ◇	-2 ◇
B16. The feedback I receive helps me to improve my performance	13	41	28	13	4	54%	+6 ◇	-3 ◇	-7 ◇
B17. I think that my performance is evaluated fairly	12	47	24	12	5	59%	+4 ◇	-3 ◇	-8 ◇
B18. Poor performance is dealt with effectively in my team	7	30	35	17	10	38%	+4 ◇	+1 ◇	-3 ◇

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	30	54	10	5		84%	+1 ◇	+1 ◇	-1 ◇
B20. The people in my team work together to find ways to improve the service we provide	26	53	14	6		79%	+3 ◇	+1 ◇	-3 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	20	48	19	9		68%	+5 ◇	-1 ◇	-6 ◇

All questions by theme

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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	6	48	25	16	5	54%	+7 ◇	0	-9 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	32	35	21	7	38%	+4 ◇	-7 ◇	-14 ◇
B24. There are opportunities for me to develop my career in HMRC		23	26	28	20	26%	+14 ◇	-5 ◇	-13 ◇
B25. Learning and development activities I have completed while working for HMRC are helping me to develop my career	4	21	33	27	15	25%	+9 ◇	-14 ◇	-20 ◇

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	15	59	15	8		74%	+4 ◇	-4 ◇	-7 ◇
B27. I am treated with respect by the people I work with	19	64	11	4		83%	+2 ◇	-1 ◇	-3 ◇
B28. I feel valued for the work I do	9	36	26	20	9	45%	+7 ◇	-14 ◇	-21 ◇
B29. I think that HMRC respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	14	52	22	8	5	65%	+5 ◇	-5 ◇	-11 ◇

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

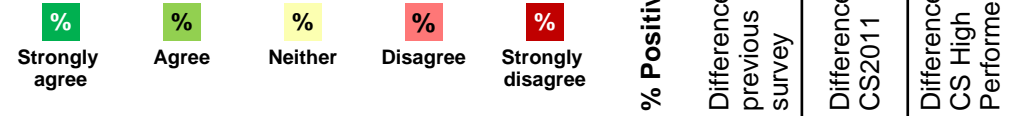
	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Resources and workload									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	15	66	11	6	82%	+5 ✧	-1 ✧	-5 ✧	
B31. I get the information I need to do my job well	7	47	23	18	54%	+7 ✧	-14 ✧	-17 ✧	
B32. I have clear work objectives	10	60	18	9	70%	+7 ✧	-4 ✧	-8 ✧	
B33. I have the skills I need to do my job effectively	16	63	13	6	79%	+4 ✧	-9 ✧	-12 ✧	
B34. I have the tools I need to do my job effectively	8	50	20	16	59%	+6 ✧	-12 ✧	-17 ✧	
B35. I have an acceptable workload	7	54	20	14	60%	+7 ✧	0	-5 ✧	
B36. I achieve a good balance between my work life and my private life	13	57	17	9	70%	+4 ✧	+3 ✧	-3 ✧	
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	23	19	33	22	25%	0	-7 ✧	-14 ✧	
B38. I am satisfied with the total benefits package	22	25	31	20	24%	-1 ✧	-10 ✧	-17 ✧	
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	22	21	31	23	25%	+1 ✧	-3 ✧	-11 ✧	

All questions by theme

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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 HMRC as a whole is managed well	17	24	33	25	18%	+6 ◇	-22 ◇	-36 ◇	
B41. Senior managers in HMRC are sufficiently visible	28	24	27	18	31%	+7 ◇	-14 ◇	-28 ◇	
B42. I believe the actions of senior managers are consistent with HMRC's values	23	37	21	16	25%	+6 ◇	-14 ◇	-25 ◇	
B43. I believe that ExCom has a clear vision for the future of HMRC	20	43	18	17	22%	+7 ◇	-17 ◇	-29 ◇	
B44. Overall, I have confidence in the decisions made by HMRC's senior managers	15	29	29	25	17%	+6 ◇	-19 ◇	-31 ◇	
B45. I feel that change is managed well in HMRC	14	22	37	25	15%	+5 ◇	-12 ◇	-21 ◇	
B46. When changes are made in HMRC they are usually for the better	12	27	36	24	13%	+5 ◇	-10 ◇	-18 ◇	
B47. HMRC keeps me informed about matters that affect me	36	30	21	11	39%	+8 ◇	-16 ◇	-23 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	16	24	35	24	18%	+2 ◇	-18 ◇	-26 ◇	
B49. I think it is safe to challenge the way things are done in HMRC	24	28	27	19	27%	+5 ◇	-12 ◇	-19 ◇	

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 HMRC	18	32	28	19	22%	+7 ◇	-31 ◇	-44 ◇	
B51. I would recommend HMRC as a great place to work	16	30	30	22	18%	+7 ◇	-24 ◇	-37 ◇	
B52. I feel a strong personal attachment to HMRC	5	22	30	26	18	26%	+5 ◇	-19 ◇	-27 ◇
B53. HMRC inspires me to do the best in my job	17	36	27	17	20%	+6 ◇	-18 ◇	-29 ◇	
B54. HMRC motivates me to help it achieve its objectives	17	35	28	18	19%	+7 ◇	-16 ◇	-26 ◇	
Taking action									
B55. I believe that senior managers in HMRC will take action on the results from this survey	4	25	27	25	20	29%	+10 ◇	-10 ◇	-22 ◇
B56. I believe that managers where I work will take action on the results from this survey	6	31	27	20	15	38%	+7 ◇	-11 ◇	-18 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	4	20	34	24	18	25%	-	-5 ◇	-12 ◇

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave HMRC as soon as possible		12%	-3 ^	+5 ^	+2 ^
I want to leave HMRC within the next 12 months		8%	-2 ^	-3 ^	-7 ^
I want to stay working for HMRC for at least the next year		17%	-1 ^	-10 ^	-17 ^
I want to stay working for HMRC for at least the next three years		63%	+5 ^	+9 ^	+2 ^

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?		12	88%	+2 ^	+3 ^	-3 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		35	65%	+8 ^	+6 ^	0
D03. Are you confident that if you raised a concern under the Civil Service Code in HMRC it would be investigated properly?		40	60%	+5 ^	-5 ^	-11 ^

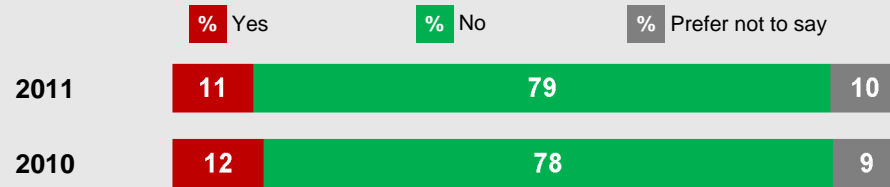
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All questions by theme

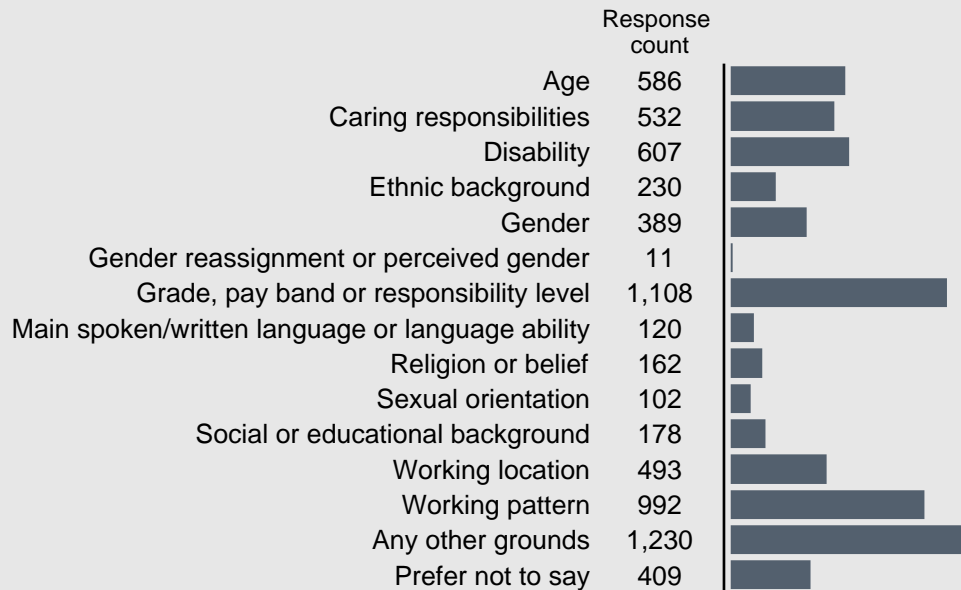
Discrimination, harassment and bullying

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

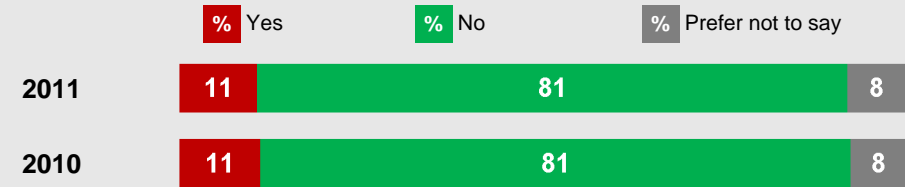


For respondents who selected 'Yes' to question E01.

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

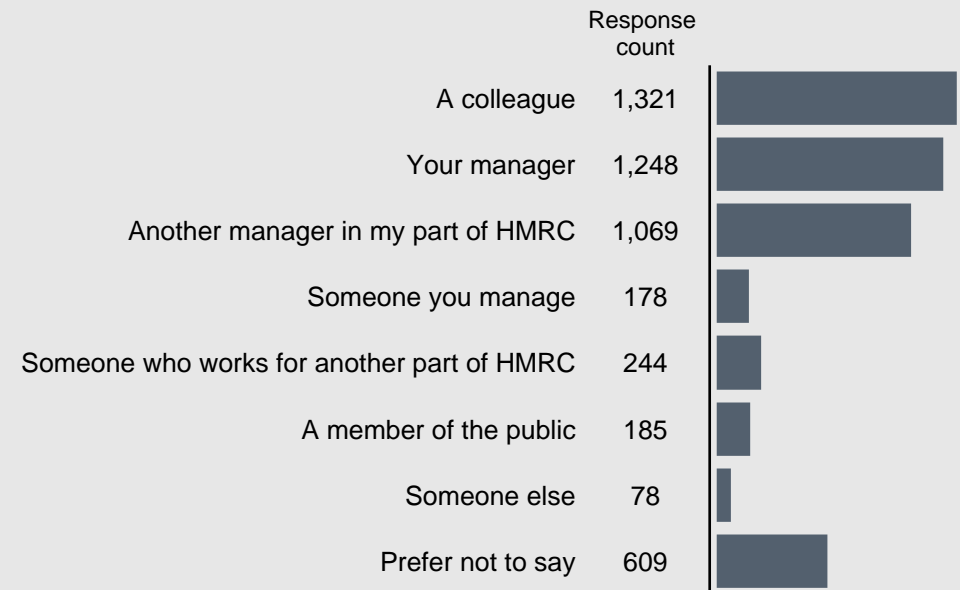


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



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)



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: ✦

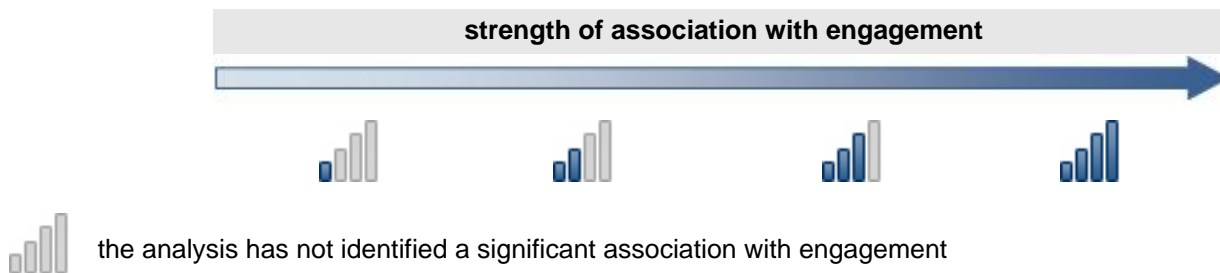
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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