

Main data report for:

50233290 - HMRC

This report

This report details the employee engagement survey results for HMRC. It is designed to provide you with your overall survey data, allowing you to clearly identify your strengths and opportunities for improvement and guiding you towards how to take action on the findings.

The survey has been designed to measure employee engagement and its drivers.

Employee Engagement has been shown across a range of sectors to have strong links to organisation performance. An organisation with engaged employees is more likely to succeed in achieving its organisational objectives through greater productivity, efficiency and increased customer/stakeholder satisfaction.

Additional explanatory notes are provided at the start of each section of the report and the appendices give you further information on key terminology and details behind the data. If you have any questions about your results or the action planning process contact The People Survey Project Team on 0115 974 0067 or The People Survey Inbox.

Engagement index results for HMRC

Through statistical analysis the questions that best measure employee engagement ('say', 'stay' and 'strive') have been grouped in an index. The index score is shown below. The questions that make up the index are labelled in the "Results by question" section of this report.

		HMRC % Positive	Diff. from Single Survey Feb '09 BM
Employee Engagement score		32%	-16
<i>Employee engagement consists of 3 elements:</i>			
Say	speaking positively about the organisation	21%	-21
Stay	desire to stay	60%	-9
Strive	going the extra mile and providing additional effort	14%	-16

Response rate

Returns: 53,071
Response rate: 60%

Introduction - background

Project context - for your Department and the wider Civil Service

HMRC People Survey - listening and acting on engagement levels and opinions of our teams. Leaders should use this report to start discussions with their teams and work together to take action.

The Permanent Secretary's Management Group (PSMG) have endorsed the creation of a single Civil Service people survey by autumn 2009; which will allow Departments both to measure employee opinion on a consistent basis and also to understand and act on the key drivers of employee engagement. Like conventional staff opinion surveys, employee engagement surveys help to understand how employees think and feel about their work. However, they also reveal which aspects of work are most important and, therefore, provide a focus for action planning to improve engagement levels and, ultimately, enhance performance.

Using your report

1. Make a note of your Employee Engagement index

Turn to the front page

This shows you how engaged HMRC staff are and how this compares to the Single Survey Feb '09 benchmark score.

2. Focus on the things that matter most to your staff

Turn to page 2

Make a note of the three most important themes for your staff. Focusing attention on these themes will help you to improve engagement.

3. Consider your results on individual questions

Turn to the "Results by question" pages

Focus on the questions under the top themes. Highlight high positives (strengths to celebrate), high neutral scores (things to investigate) and high negatives (areas for concern).

4. Develop a SMART action plan

Remember that the most important part of this process is using your results to create action. Involve your staff in discussion about the results. Identify strengths to celebrate as well as things to improve. Focus on a small number of priorities for action and create SMART plans. Some advice is provided at the end of this report along with space for you to make notes on your next steps.

Key things to improve and things to maintain

Knowing what to improve...

This survey provides you with actionable information that you can use to improve employee engagement.

The top three themes

The questions in the survey are arranged into ten themes. The three themes with the greatest impact on engagement for your staff are presented in the table to the right, ranked in order of importance. The percentages show the relative importance of the individual themes (for example, a theme with a 40% impact rating is twice as important as a theme with a 20% rating). Turn to the next section of the report for your results to the questions within these themes.

Things to improve and maintain/build

In the boxes below the six most important questions from the top three themes are presented. These questions have been selected because they have the strongest impact on employee engagement for your staff. The six questions have been identified as either "Things to improve" or "Things to maintain" based on how they perform against the benchmark. A high performance benchmark is also shown to give you a target to stretch for.

Top three themes

Themes	Relative impact on engagement
Leadership and change management	42%
The work itself	35%
Inclusion and fair treatment	23%

Things to improve employee engagement

The following three questions have been identified through statistical analysis as key drivers of employee engagement and are listed in order of performance compared to the 'Single Survey Feb '09' benchmark. You can improve employee engagement by taking action in these areas.

	Theme	Question	% Positive	Diff. from Single Survey Feb '09 BM	Diff. from High Performance BM
1	The work itself	3. My work gives me a sense of personal accomplishment	46	-24	-31
2	The work itself	4. I feel involved in decisions that affect my work	24	-24	-39
3	The work itself	2. I am sufficiently challenged and motivated in my work	47	-22	-30

Things to maintain / build employee engagement

The following three questions have been identified through statistical analysis as key drivers of employee engagement and are listed in order of performance compared to the 'Single Survey Feb '09' benchmark. You can improve employee engagement by maintaining and building on performance in these areas.

	Theme	Question	% Positive	Diff. from Single Survey Feb '09 BM	Diff. from High Performance BM
1	Leadership and change management	50. HMRC as a whole is well managed	11	-16	-34
2	Inclusion and fair treatment	34. HMRC has an inclusive culture where everyone's talents can flourish	22	-20	-30
3	Inclusion and fair treatment	33. I feel valued and recognised for the work I do	35	-20	-30

Results by question

This section gives the breakdown of results and % positive scores for all questions asked in the survey. Where applicable, trend (where '^' indicates a question text variance from the comparator), internal and external benchmark comparisons are also provided.

"Diff. from Single Survey Feb '09 BM": The percentage point difference in positive scores between your results and the median score across all Government Departments and Agencies taking part in this survey.

"Diff. ORC Central Government BM": Where data is available, this shows the percentage point difference in % positive scores between your results and the median score across all Government organisations including those outside of this survey.

"Diff. from High Performance BM": The percentage point difference in positive scores between your results and the median scores of the two highest performing Government Departments and Agencies taking part in this survey.

Please note that the engagement questions for Say, Stay and Strive and the top three themes driving employee engagement are flagged throughout this section.

	Positive	Neutral	Negative	Feb 2009 % Positive	Diff. from 2008	Diff. from 2007	Diff. from Single Survey Feb '09 BM	Diff. from ORC Central Government BM	Diff. from High Performance BM
Key Driver Theme: A: The work itself									
1. My work is interesting to me	57	20	23	57	-	-4^	-23	-22	-29
2. I am sufficiently challenged and motivated in my work	47	22	30	47	+13^	-	-22	-21	-30
3. My work gives me a sense of personal accomplishment	46	23	31	46	-	-	-24	-22	-31
4. I feel involved in decisions that affect my work	24	19	57	24	+3^	+4^	-24	-19	-39
5. As long as I get the job done, I have the freedom to work in a way that suits me	48	18	35	48	-	-7^	-26	-25	-31
6. Too many approvals are required for routine decisions in HMRC*	6	22	72	6	-	-	-4	-4	-8
B: Clear objectives and purpose									
7. I am clear about what is expected of me in my job	75	16	10	75	-3^	-	-7	-7	-10
8. I understand how my work contributes to the objectives of HMRC	67	22	11	67	-9^	-	-12	-16	-18
9. I have a clear understanding of the purpose and objectives of my directorate	42	32	26	42	-	-	-29	-34	-43
10. I have a clear understanding of the purpose and objectives of HMRC	47	31	22	47	-	-16^	-12	-13	-24
11. Communication in my team helps me to understand the objectives and aims of HMRC	55	24	20	55	+16^	-	-4	-4	-16
12. I get the information I need to do my job well	44	25	31	44	-	-18^	-21	-20	-28
13. I have clear, measurable work objectives	61	22	17	61	-	-22^	-12	-11	-15

*Please note that this is a negatively phrased question, please see appendix 1 for further information.

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	Positive	Neutral	Negative	Feb 2009 % Positive	Diff. from 2008	Diff. from 2007	Diff. from Single Survey Feb '09 BM	Diff. from ORC Central Government BM	Diff. from High Performance BM
C: Line manager effectiveness									
14. My line manager motivates and inspires me to be more effective in my job	47	29	24	47	+1^	-	-10	-9	-18
15. My line manager is considerate of my life outside work	68	21	11	68	-	-	-10	-9	-13
16. My line manager is open to my ideas and suggestions for change	63	24	12	63	+30^	-	-13	-14	-20
17. My line manager helps me to understand how I contribute to the vision for HMRC	40	38	22	40	-	-34^	-6	-7	-18
18. I have confidence in the decisions my line manager makes	56	26	18	56	-	-8	-12	-12	-20
19. My line manager communicates effectively	60	21	18	60	-14^	-14	-4	-7	-11
20. My line manager manages people well	56	24	21	56	-6^	-	-3	-7	-10
D: Recognition, review and feedback									
21. My line manager recognises and acknowledges when I have done my job well	69	17	15	69	-	+1	-8	-5	-12
22. My line manager encourages upward feedback	56	26	18	56	-	-12^	-4	-4	-10
23. I receive regular and constructive feedback on my performance	47	24	28	47	-7	-9	-3	-7	-12
24. I think that my performance is evaluated fairly	54	25	21	54	-	-	-2	-8	-13
25. HMRC is too lenient with people who perform poorly here*	18	32	50	18	-11^	-12^	+5	+6	+1
E: Teamwork									
26. The people I work with are willing to help each other even if this means doing something outside their usual activities	82	11	7	82	-	-3^	-1	-1	-5
27. My team strives to find ways to serve our customers better	73	21	6	73	+49^	-	-9	-4	-14
28. People in my team are encouraged to come up with innovative solutions to work related problems	61	24	15	61	-	-	-9	-9	-19

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	Positive	Neutral	Negative	Feb 2009 % Positive	Diff. from 2008	Diff. from 2007	Diff. from Single Survey Feb '09 BM	Diff. from ORC Central Government BM	Diff. from High Performance BM
F: Learning and career development									
29. My performance has improved as a result of the skills I have developed over the past year	50	30	20	50	+1	+9	-9	-10	-17
30. There are opportunities for me to develop my career at HMRC	26	22	52	26	-2^	+8^	-19	-11	-33
31. The learning and development I have received is helping me to develop my career	24	32	43	24	-18^	+5^	-20	-21	-28
Key Driver Theme: G: Inclusion and fair treatment									
32. I am treated with fairness and respect	61	22	18	61	-1	-6	-14	-14	-23
33. I feel valued and recognised for the work I do	35	26	39	35	+3^	+13^	-20	-20	-30
34. HMRC has an inclusive culture where everyone's talents can flourish	22	35	43	22	-	-41^	-20	-	-30
H: Workload and resources									
35. I have an acceptable workload	58	19	22	58	-	-	+1	0	-10
36. There are usually sufficient people in my team to handle the normal workload	54	17	29	54	-	-	+6	+8	-8
37. I achieve the right balance between my work and home lives	66	18	16	66	+2^	-2^	+2	+1	-9
38. I have the equipment and tools I need to do my job effectively	51	20	29	51	-	-	-9	-7	-17
I: Pay and benefits									
39. I feel that my pay and benefits adequately reflect my performance	21	23	55	21	-	-	-12	-12	-23
40. I feel my pay is reasonable in comparison to people in similar jobs in other organisations	25	21	54	25	-	-	-13	-9	-22
41. I feel my pay is reasonable in comparison to other people working in HMRC	30	26	44	30	-	-	-11	-10	-28

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Key Driver Theme: J: Leadership and change management									
42. The SCS are sufficiently visible	13	30	57	13	-14 [^]	-	-16	-25	-40
43. I believe that the decisions and behaviours of the SCS are consistent with HMRC's values	15	48	37	15	-	-	-13	-15	-27
44. I believe Excom has a clear vision for the future of HMRC	16	47	38	16	-	-	-15	-15	-35
45. What I hear about key issues in HMRC is consistent throughout all levels of management	15	38	47	15	-	-	-9	-10	-20
46. I feel that change is well managed in HMRC	11	20	70	11	-3	+1 [^]	-9	-13	-21
47. When changes are made they are usually for the better	9	24	67	9	-	-7 [^]	-10	-11	-23
48. I think it is safe to speak up and challenge the way things are done in HMRC	38	24	39	38	-	+1 [^]	-17	-12	-22
49. HMRC does a good job of keeping me informed about matters affecting me	43	26	31	43	+7 [^]	-36 [^]	-23	-15	-31
50. HMRC as a whole is well managed	11	25	64	11	-4 [^]	-54 [^]	-16	-22	-34
51. Overall, I have confidence in the Senior Civil Servants (SCS) in HMRC	11	29	60	11	-6 [^]	-10 [^]	-21	-26	-37
K: Discrimination, harassment and bullying									
52. Have you experienced discrimination, harassment or bullying at work in the last 12 months?*	84			84	-2 [^]	+1 [^]	-2	-	-5
53. If yes, was this in your team or Directorate or elsewhere in HMRC? (No. of responses)	My Team: 4854 My Directorate: 2493 Elsewhere in HMRC: 1426			-					
L: Data handling									
54. I am aware of HMRC's data security policies and put them into practice	97			97	-	-	+9	-	+2
55. I have received training on data handling and security procedures in relation to protecting personal and/or sensitive data	96			96	-	-	+54	-	+16

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Please note that the engagement questions for Say, Stay and Strive and the top three themes driving employee engagement are flagged throughout this section.

	Positive	Neutral	Negative	Feb 2009 % Positive	Diff. from 2008	Diff. from 2007	Diff. from Single Survey Feb '09 BM	Diff. from ORC Central Government BM	Diff. from High Performance BM
M: Engagement									
56. Working for HMRC gives me a sense of status and prestige	18	28	54	18	-	-	-17	-18	-45
57. Working for the Civil Service gives me a sense of status and prestige	19	29	51	19	-	-	-18	-21	-30
58. I believe strongly in the purpose and objectives of HMRC	38	42	20	38	-	-	-26	-26	-36
Say 59. I am proud to work for HMRC	25	38	37	25	-	-60^	-23	-39	-46
Say 60. I would recommend HMRC as a great place to work	17	31	52	17	-8^	0^	-25	-34	-35
61. I intend to be working for HMRC in 12 months time	71	20	9	71	-	+10^	-2	+3	-10
Stay 62. I intend to be working for the Civil Service in 12 months time	74	20	7	74	-	-	-5	-	-10
63. It would take a lot to get me to leave HMRC	41	27	31	41	-	+15^	-1	0	-13
Stay 64. It would take a lot to get me to leave the Civil Service	46	27	27	46	-	-	-12	-	-17
Strive 65. HMRC motivates me to contribute more than is normally required in my work	16	37	46	16	-	-32^	-17	-17	-27
Strive 66. HMRC energises me to 'go the extra mile'	12	32	55	12	-	-	-17	-15	-28
N: Taking action									
67. I think that the following will act on the results of this survey: SCS in HMRC	14	33	53	14	-5^	-7^	-14	-19	-32
68. I think that the following will act on the results of this survey: Managers of my team	26	35	40	26	+7^	+5^	-13	-14	-30

Results by question: multiple selection question

This section gives the breakdown of response counts for HMRC's local multiple selection question. This question is only answered by respondents who said 'Yes' to question 52. *Have you experienced discrimination, harassment or bullying at work in the last 12 months?*

HMRC question

Please state who discriminated against you, or harassed or bullied you over the last 12 months

	Response count
Your line manager	2,726
Your colleagues	1,998
Your staff	281
Other	2,175
Prefer not to say	2,093

Comparison against participating Departments

This section shows all core engagement survey questions with your % positive score compared against the participating Departments' median (Single Survey Feb '09 BM) and also shows where you sit in relation to the 10 other Departments/Agencies who took part in this survey (your ranking), where '1' in the ranking column means you are the highest scoring Department/Agency etc.

Questions are ranked from most positive to least positive performance against the benchmark.

The Government Departments that have taken part in the survey are: Acas, Cabinet Office, DCSF, CLG (grade 6 and 7 staff), Defra, Government Offices, HMRC, MOD, ONS, Ordnance Survey and VOSA.

Please note that questions with an asterisk (*) at the end identify a negatively phrased question, please see appendix 1 for further information.

Questions	2009 % Positive	Single Survey Feb '09 BM	Diff. from Single Survey Feb '09 BM	Your ranking (out of 11 depts)
55 I have received training on data handling and security procedures in relation to protecting personal and/or sensitive data	96	43	+54	1
54 I am aware of HMRC's data security policies and put them into practice	97	88	+9	1
36 There are usually sufficient people in my team to handle the normal workload	54	48	+6	3
25 HMRC is too lenient with people who perform poorly here*	18	13	+5	1
37 I achieve the right balance between my work and home lives	66	64	+2	5
35 I have an acceptable workload	58	57	+1	5
26 The people I work with are willing to help each other even if this means doing something outside their usual activities	82	83	-1	8
63 It would take a lot to get me to leave HMRC	41	42	-1	7
52 Have you experienced discrimination, harassment or bullying at work in the last 12 months?*	84	86	-2	9
61 I intend to be working for HMRC in 12 months time	71	73	-2	7
24 I think that my performance is evaluated fairly	54	56	-2	8
23 I receive regular and constructive feedback on my performance	47	50	-3	9
20 My line manager manages people well	56	59	-3	10
19 My line manager communicates effectively	60	64	-4	10
11 Communication in my team helps me to understand the objectives and aims of HMRC	55	59	-4	8
6 Too many approvals are required for routine decisions in HMRC*	6	10	-4	9
22 My line manager encourages upward feedback	56	60	-4	10
62 I intend to be working for the Civil Service in 12 months time	74	79	-5	10
17 My line manager helps me to understand how I contribute to the vision for HMRC	40	46	-6	11
7 I am clear about what is expected of me in my job	75	82	-7	10
21 My line manager recognises and acknowledges when I have done my job well	69	77	-8	10
38 I have the equipment and tools I need to do my job effectively	51	60	-9	11
45 What I hear about key issues in HMRC is consistent throughout all levels of management	15	24	-9	11

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Questions	2009 % Positive	Single Survey Feb '09 BM	Diff. from Single Survey Feb '09 BM	Your ranking (out of 11 depts)
27 My team strives to find ways to serve our customers better	73	82	-9	9
46 I feel that change is well managed in HMRC	11	20	-9	11
29 My performance has improved as a result of the skills I have developed over the past year	50	59	-9	10
28 People in my team are encouraged to come up with innovative solutions to work related problems	61	70	-9	10
47 When changes are made they are usually for the better	9	19	-10	11
14 My line manager motivates and inspires me to be more effective in my job	47	57	-10	10
15 My line manager is considerate of my life outside work	68	78	-10	11
41 I feel my pay is reasonable in comparison to other people working in HMRC	30	41	-11	11
39 I feel that my pay and benefits adequately reflect my performance	21	33	-12	11
13 I have clear, measurable work objectives	61	73	-12	11
64 It would take a lot to get me to leave the Civil Service	46	58	-12	10
8 I understand how my work contributes to the objectives of HMRC	67	79	-12	10
10 I have a clear understanding of the purpose and objectives of HMRC	47	59	-12	10
18 I have confidence in the decisions my line manager makes	56	68	-12	10
16 My line manager is open to my ideas and suggestions for change	63	76	-13	10
40 I feel my pay is reasonable in comparison to people in similar jobs in other organisations	25	38	-13	10
43 I believe that the decisions and behaviours of the SCS are consistent with HMRC's values	15	28	-13	10
68 I think that the following will act on the results of this survey: Managers of my team	26	39	-13	11
67 I think that the following will act on the results of this survey: SCS in HMRC	14	28	-14	11
32 I am treated with fairness and respect	61	75	-14	11
44 I believe Excom has a clear vision for the future of HMRC	16	31	-15	11
42 The SCS are sufficiently visible	13	29	-16	11
50 HMRC as a whole is well managed	11	27	-16	11

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Questions	2009 % Positive	Single Survey Feb '09 BM	Diff. from Single Survey Feb '09 BM	Your ranking (out of 11 depts)
65 HMRC motivates me to contribute more than is normally required in my work	16	33	-17	11
66 HMRC energises me to 'go the extra mile'	12	29	-17	11
56 Working for HMRC gives me a sense of status and prestige	18	35	-17	11
48 I think it is safe to speak up and challenge the way things are done in HMRC	38	55	-17	10
57 Working for the Civil Service gives me a sense of status and prestige	19	37	-18	11
30 There are opportunities for me to develop my career at HMRC	26	45	-19	11
34 HMRC has an inclusive culture where everyone's talents can flourish	22	42	-20	11
31 The learning and development I have received is helping me to develop my career	24	44	-20	11
33 I feel valued and recognised for the work I do	35	55	-20	11
51 Overall, I have confidence in the Senior Civil Servants (SCS) in HMRC	11	32	-21	11
12 I get the information I need to do my job well	44	65	-21	10
2 I am sufficiently challenged and motivated in my work	47	69	-22	11
1 My work is interesting to me	57	80	-23	11
49 HMRC does a good job of keeping me informed about matters affecting me	43	66	-23	10
59 I am proud to work for HMRC	25	48	-23	10
4 I feel involved in decisions that affect my work	24	48	-24	11
3 My work gives me a sense of personal accomplishment	46	70	-24	11
60 I would recommend HMRC as a great place to work	17	42	-25	11
58 I believe strongly in the purpose and objectives of HMRC	38	64	-26	10
5 As long as I get the job done, I have the freedom to work in a way that suits me	48	74	-26	11
9 I have a clear understanding of the purpose and objectives of my directorate	42	71	-29	10

Priority:

An issue we understand but cannot control

Opportunity to influence those in control?

Communications Plan

An issue we need to explore further to achieve full understanding

Further analysis of the data?

Staff Consultation & Involvement Plan

An issue we understand and can take action on

Outline ACTION PLAN

Action

Target & Success Measure

Owner

Monitor/Review process

Priority:



Link to challenges & activities:

Quick Win

Timescale

Owner

Impact

Longer term Action

Timescale

Owner

Impact

Out of our control

Influence

Comms plan

Timing

Appendix 1: further information

% Positive

In this report the term “% Positive” is used. For most questions this represents the proportion of respondents who ticked ‘agree’ and ‘strongly agree’ combined. Note that there are a few questions in the survey that are negatively phrased, please see explanation below.

Negatively phrased questions

Q6 *Too many approvals are required for routine decisions in HMRC*

Positive = disagree, staff do not think too many approvals are required, Negative = agree, staff do think too many approvals are required, Neutral = neutral response

Q25 *HMRC is too lenient with people who perform poorly here*

Positive = disagree, the Department is not too lenient, Negative = agree, the Department is too lenient, Neutral = neutral response

Q52 *Have you experienced discrimination, harassment or bullying at work in the last 12 months?*

Positive = no, staff have not had this experience and Negative = yes, staff have had this experience

Anonymity

ORC International belongs to the Market Research Society and is bound by their strict code of conduct and confidentiality rules, and therefore cannot allow the breakdown of groups to the extent where the anonymity of individuals may be compromised. Groups where less than 10 people responded will not receive an individual report, and their results will not be shown in any report. However, their data will contribute up to the scores for any other Departments that they belong to and to the scores overall.

Rounding

Scores are presented in these reports as whole numbers for ease of reading. In order to give maximum accuracy numbers are rounded at the last stage of calculation. This may on occasion result in percentages not totalling exactly 100%.

Single Survey Feb '09 benchmark

The Single Survey Feb '09 benchmark score is the median score across all Government Departments and Agencies taking part in this survey. The Departments and Agencies that have taken part in the survey are: Acas, Cabinet Office, DCSF, CLG (grade 6 and 7 staff), Defra, Government Offices, HMRC, MOD, ONS, Ordnance Survey and VOSA.

Organisations which contribute to the Central Government benchmark includes:

Acas	FCO Services	Parliamentary and Health Service Ombudsman
Arts Council	Fire Service College (FSC)	Passenger Focus
Attorney General's Office	Food Standards Agency	Roads Service
Audit Scotland	Foreign and Commonwealth Office	Scottish Government
BERR	Government Offices	Scottish Healthcare Supplies
Cabinet Office	HM Prison Service	Scottish Qualifications Authority
CEFAS	HM Revenue & Customs	Serious Fraud Office
Central Science Laboratory	Home Office	Sports Council for Wales
CLG	House of Lords	The Information Commissioner's Office
CPS	Housing Corporation	The Pension Service
DCA Disability Network	Insolvency	The Pensions Regulator
DCMS	Job Centre Plus	Training & Development Agency for Schools
DCSF	Judicial Appointments Commission	Treasury Solicitors
Defra	Marine and Fisheries Agency	UKCES
DfT(C)	Ministry of Justice	UKTI
DIUS	MOD	Valuation Office Agency
DSA	National Procurement	Veterinary Laboratories Agency
DWP	Natural England	VOSA
ECGD	Office of Fair Trading (OFT)	Welsh Assembly Government
Equality Human Rights Commission	ONS	Welsh Health Supplies - Contracting
	Ordnance Survey	Welsh Health Supplies - Material Management

Appendix 2: respondent profile

This section of the report gives the number of responses for a given demographic question asked in the survey.

Please note that responses of less than 10 are not shown and have been replaced by 'n/a'.

In which region/country do you mainly work?	
	Resp. count
East Midlands	2494
East of England	2473
London	5255
North East	7422
North West	8149
Scotland	7084
South East	5365
South West	2672
Wales	2473
West Midlands	2886
Yorkshire and the Humber	3091
Northern Ireland	1179
Overseas	22

What is your grade?	
	Resp. count
SCS	210
Grade 6	835
Grade 7	1745
Band T	358
SO	2717
HO	6695
O	12242
AO	20090
AA	5275

Are you currently on/or have you completed one of the Fast Stream programmes?	
	Resp. count
No	49182
Yes - currently on a Fast Stream programme	405
Yes - completed a Fast Stream programme	797

Do you work:	
	Resp. count
Full time	39910
Part time	11328

Are you on temporary promotion?	
	Resp. count
Yes	1929
No	49075

In which of the following professions do you spend the majority of your time?	
	Resp. count
Cartography	16
Communications/Marketing	866
Economics	73
Engineering	55
Finance	1295
Human Resources	1139
Information Technology	1347
Internal Audit	157
Law	875
Knowledge Information and Records Management	800
Medicine	15
Operational delivery	7060
Operational research	362
Planning	259
Policy delivery	681
Procurement and contract management	152
Programme and project management	819
Product development	131
Psychology	49
Inspector of Education and Training	42
Sales activities	34
Science	48
Social research/market research	38
Statistics	331
Surveying activities	22
Tax inspection	12955
Veterinary services	49
Other	13415
Don't know	4814

Do you have a specialist professional qualification which relates to the profession you selected in response to the above question?	
	Resp. count
Yes	6218
No	41891

Do you have line management responsibilities?	
	Resp. count
Yes	9974
No	40773

What is your current employment status?	
	Resp. count
Permanent	50384
Fixed term	653
Temporary	186
Consultant /Contractor	66
On Loan or Secondment	111
Maternity leave	17

Appendix 2: respondent profile

This section of the report gives the number of responses for a given demographic question asked in the survey.

Please note that responses of less than 10 are not shown and have been replaced by 'n/a'.

How long have you worked in your post?		Resp. count
Less than 6 months		4854
At least 6 months but no more than 1 year		5577
At least 1 year but no more than 3 years		11007
At least 3 years but no more than 5 years		8950
At least 5 years but no more than 10 years		12605
At least 10 years but no more than 20 years		5244
20 or more years		2663

How long have you worked for HMRC?		Resp. count
Less than 6 months		1255
At least 6 months but no more than 1 year		981
At least 1 year but no more than 3 years		2305
At least 3 years but no more than 5 years		4077
At least 5 years but no more than 10 years		11375
At least 10 years but no more than 20 years		10008
20 or more years		21277

How long have you worked for the Civil Service?		Resp. count
Less than 6 months		1160
At least 6 months but no more than 1 year		900
At least 1 year but no more than 3 years		1931
At least 3 years but no more than 5 years		3222
At least 5 years but no more than 10 years		9434
At least 10 years but no more than 20 years		9985
20 or more years		23993

What is your age?		Resp. count
Under 20		536
20 - 29		6961
30 - 39		9320
40 - 49		16955
50 - 59		14118
60 and above		1940

Are you:		Resp. count
Male		21832
Female		28563

Do you have any caring responsibilities for (please tick as many as applicable):		Resp. count
Any dependent children		18557
An elderly relative		7995
An adult with a disability		2341
Other		1796
None		22727

How would you describe your ethnic origin?		Resp. count
British		43410
Irish		946
Any other White background		1082
White and Black Caribbean		79
White and Black African		45
White and Asian		129
Any other Mixed background		129
Indian		1090
Pakistani		339
Bangladeshi		71
Any other Asian background		175
Caribbean		294
African		222
Any other Black background		38
Chinese		74
Any other		125

Do you have any long standing illness, disability or infirmity as defined by the Disability Discrimination Act?		Resp. count
Yes		5402
No		43729

What religion do you follow?		Resp. count
No Religion		16436
Christian		28007
Buddhist		346
Hindu		730
Jewish		137
Muslim		646
Sikh		286
Other religion		899

Do you consider yourself:		Resp. count
Bisexual		463
Gay Man		675
Gay Woman/Lesbian		349
Heterosexual		43366

If you are lesbian, gay, or bisexual, are you open about your sexual orientation?			
Resp. count	Yes	Partially	No
At home	952	190	145
With colleagues	705	307	272
With your manager	753	118	414
At work generally	653	251	381

Appendix 3: statistical approach

The "Employee Engagement index"

The survey included six engagement questions. All your staff's responses to these questions were combined to work out your engagement index. The index is the number of questions answered positively (agree/strongly agree) as a proportion of all responses.

The 10 Driver Themes

Many questions asked in the survey are related to each other and arranged into themes accordingly. The ten driver themes are labelled A to J in the section 'Results by question'. Questions outside the engagement model and therefore not included in the driver themes include your Department's local questions; as well as question groups K, L and N.

The 3 Key Drivers of Engagement

While the engagement index shows how engaged your staff are, it does not show what you can do to improve engagement. The three key drivers are strongly related to engagement of your staff, and indicate which three of the ten driver themes your action planning process should focus on to improve engagement levels. Because of statistical limitations, the three key drivers are not uniquely identified for teams/units with fewer than 150 survey respondents. Any smaller team/unit will be assigned the same key drivers as the larger (150+) unit they belong to.

The "Things to improve" & "Things to maintain"

These are the six questions within the three key drivers that are most closely related to engagement of your staff. We use the same statistical approach as the three key driver analysis and the questions are therefore uniquely identified for teams/units with 150 respondents or more. The questions are arranged into three "Things to improve" and three "Things to maintain" based on relative performance against a benchmark. You can refer to these sections to further target your action planning, but as a manager you should consider all questions under the key driver themes and refer to the benchmarks to help you understand where the greatest potential for improvement lies.

Statistical Methodology

All concepts above rely on statistical analysis, drawing on techniques such as structural equation modelling, factor analysis and multiple regression analysis. For a more detailed technical report, please refer to your Department's survey project team.

