



## SCS Survey 2006

### Department for Work and Pensions Highlights Report

Results Summary	
Number of Respondents:	220
Response Rate:	77%
Engagement Index Score:	77%

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# 1. Introduction

## The Survey

The SCS Survey 2006 was carried out in October 2006 using an online survey and where necessary, paper questionnaires.

The aim of the survey is to find out what senior leaders in the Civil Service think about:

- leadership in the Senior Civil Service.
- working in the Senior Civil Service.
- what improvements need to be made.

The results of this survey will provide a measure of progress since the 2004 SCS survey and will inform future strategy both corporately and within departments.

## This Report

This report is designed to provide Department for Work and Pensions with actionable data from the survey. It summarises the views of Department for Work and Pensions SCS members being reported on and presents comparative data to help put the results into perspective.

Within the report a figure that is frequently used is the favourable percentage. This is the measure of all positive responses to a question.

For example, if a question is phrased positively, the favourable percentage is the sum of the "Strongly agree" and "Agree" responses, divided by the number of respondents who answered the question.

## Benchmarking

ORC International's benchmarking database, ORC Perspectives, contains survey data from 90 commonly used employee opinion questions from around 200 UK organisations, comprising 1.4 million individual responses. In this report scores are compared to those collected for other organisations from respondents at a suitably senior level within the organisation.

## Anonymity

It is ORC International's practice not to allow the breakdown of groups to the extent where the anonymity of individuals may be compromised. In this survey, groups where less than 10 people responded will not receive an individual report. However, their data will contribute 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%. In a few cases this may cause an apparent discrepancy of one percentage point.

## 2. Highest and Lowest Scoring Questions

The results in this section show the % favourable scores for the best and worst performing survey questions. Also shown is the variance from the results for the survey overall.

Only questions that used the 'Strongly agree' to 'Strongly disagree' response scale are shown in this section.

Highest Favourable Scores		
Question	% Favourable	Variance from Senior Civil Service overall
49. I am committed to seeing my Department succeed	99	+1
3. I understand how my work contributes to the objectives of the Department	97	-1
26. I have challenging work objectives	96	+3
50. I am willing to put in a great deal of effort beyond what is normally expected to help my Department succeed	93	+2
36. My job gives me a feeling of personal accomplishment	88	-2

Lowest Favourable Scores		
Question	% Favourable	Variance from Senior Civil Service overall
21. The Executive Board/Management Board/Top team in my Department model a culture of effective teamwork	13	-13
29. Poor performance is dealt with effectively in my Department	20	+1
31. I am satisfied with the approach to performance management in my organisation	27	-6
40. The way pay is determined is clear and transparent	34	+2
30. The appraisal system is fair, based on individual merit	34	-12

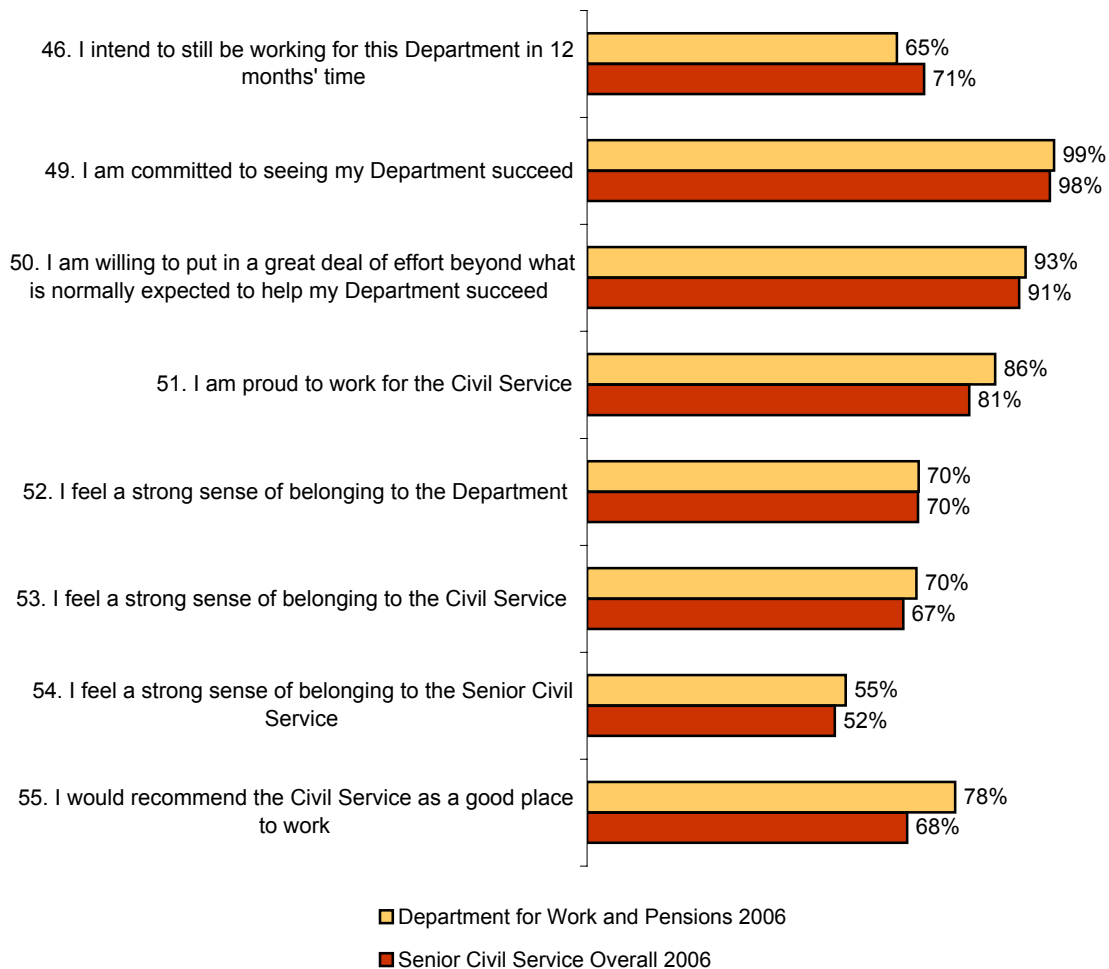
### 3. Engagement Index Results

For the 2006 SCS Survey we have asked questions which go beyond looking at how satisfied SCS members are with working for their Department/Agency and the Civil Service, to measure engagement with the Civil Service and their Department. Engagement is defined using the following Say, Stay, and Strive terms:

- 'Say': Speaking positively about, and being a good advocate of, the organisation
- 'Stay': Commitment to the organisation
- 'Strive': Being keen to help the organisation be successful and going the 'extra mile' to help achieve this.

The following questions measure these engagement elements:

#### Engagement Index Score: 77%



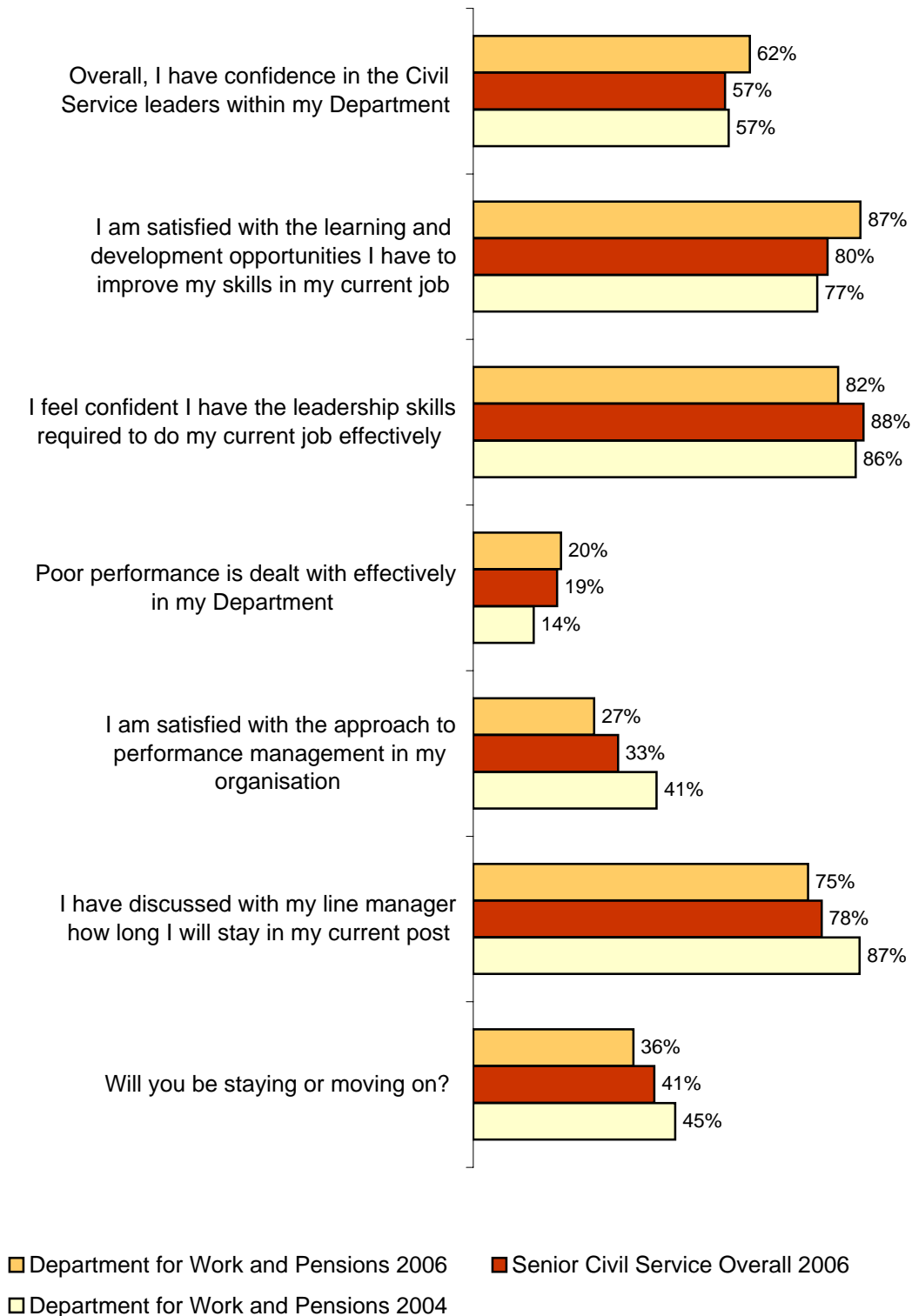
## 4. Comparison to External Benchmark

ORC International holds a database of survey results for the purpose of providing external benchmark norms. This page shows how your results compare to those of the Central Government benchmark norms for all questions where benchmark data is available. Questions where there is no data available are compared to the Perspectives benchmark score, and are marked with a \*.

Questions	% Favourable	Variance from Benchmark
3. I understand how my work contributes to the objectives of the Department	97	+12
4. The Department as a whole is well managed	54	+26
5. I feel change is managed well in this Department	34	+8
6. I think it is safe to speak up and challenge the way things are done in the Department	62	+18
7. Overall, I have confidence in the Civil Service leaders within my Department	62	+27
18. The Executive Board/Management Board/Top team in my Department provide effective leadership	50	+17
19. The Executive Board/Management Board/Top team in my Department are sufficiently visible in this organisation	48	+7
22. I am satisfied with the learning and development opportunities I have to improve my skills in my current job	87	+20
23. My performance has improved as a result of skills I have developed over the past year	78	+22
25. The people I manage have the skills they need to deliver their objectives	70	-7
27. I receive regular and constructive feedback on my performance	59	+6
28. During my last performance evaluation my manager helped me to focus on improving my performance *	57	-3
29. Poor performance is dealt with effectively in my Department	20	-6
32. I am satisfied with the opportunities for career progression within the Civil Service	68	+30
36. My job gives me a feeling of personal accomplishment	88	+27
38. I am satisfied with the recognition I receive for doing a good job	63	+17
39. I am treated with fairness and respect	77	+6
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	40	+16
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	47	-6
43. I am comfortable with the level of pressure placed upon me in my job	66	+4
44. I am able to strike the right balance between my work and home life	41	-26
45. I am satisfied with my job	82	+19
46. I intend to still be working for this Department in 12 months' time	65	0
51. I am proud to work for the Civil Service	86	+28
52. I feel a strong sense of belonging to the Department *	70	+14
55. I would recommend the Civil Service as a good place to work	78	+19

## 5. Comparison to 2004

The following questions were asked in both the 2004 and 2006 surveys to enable us to track overall progress of perceptions of leadership.



## 6. Common Core Questions

This section shows the %positive scores for the Cabinet Office 'common core' question set. The 'common core' is a small set of indicators to be included in exactly the same way in each staff survey, conducted within Central Government organisations.



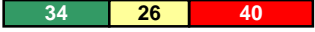


The common core question set focuses specifically on those indicators that seem to correlate with better performance as an organisation.

Question	% Favourable	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
51. I am proud to work for the Civil Service	86%	36	50	12	2	0
3. I understand how my work contributes to the objectives of the Department	97%	65	33	2	0	0
6. I think it is safe to speak up and challenge the way things are done in the Department	62%	9	53	19	16	4
27. I receive regular and constructive feedback on my performance	59%	10	48	15	24	3
29. Poor performance is dealt with effectively in my Department	20%	2	18	30	44	6
39. I am treated with fairness and respect	77%	22	55	12	9	2
23. My performance has improved as a result of skills I have developed over the past year	78%	17	61	17	5	1
25. The people I manage have the skills they need to deliver their objectives	70%	11	60	16	13	1
4. The Department as a whole is well managed	54%	4	50	30	15	1
7. Overall, I have confidence in the Civil Service leaders within my Department	62%	7	55	25	12	1
55. I would recommend the Civil Service as a good place to work	78%	19	58	17	5	0
45. I am satisfied with my job	82%	21	62	8	7	2
5. I feel change is managed well in this Department	34%	2	32	26	37	3

## 7. All Questions

In this section the % favourable score and the breakdown of results for each statement within the survey is provided. The questions are arranged in survey order. Comparisons to the Civil Service Overall results are shown. Negatively phrased questions are marked with a \*.

### Section 1- Leadership and Management Overall

Question	Positive Neutral Negative			Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	% Favourable	Variance from SCS overall	Number of question responses
	Positive	Neutral	Negative								
3. I understand how my work contributes to the objectives of the Department				65	33	2	0	0	<b>97</b>	<b>-1</b>	220
4. The Department as a whole is well managed				4	50	30	15	1	<b>54</b>	<b>+3</b>	220
5. I feel change is managed well in this Department				2	32	26	37	3	<b>34</b>	<b>+1</b>	220
6. I think it is safe to speak up and challenge the way things are done in the Department				9	53	19	16	4	<b>62</b>	<b>+2</b>	220
7. Overall, I have confidence in the Civil Service leaders within my Department				7	55	25	12	1	<b>62</b>	<b>+5</b>	220

## 7. All Questions

In this section the % favourable score and the breakdown of results for each statement within the survey is provided. The questions are arranged in survey order. Comparisons to the Civil Service Overall results are shown. Negatively phrased questions are marked with a \*.

### Section 2- Leadership

Question	Positive	Neutral	Negative	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	% Favourable	Variance from SCS overall	Number of question responses
<b>On the whole, the SCS in my Department...</b>											
<u>Direction</u>											
8. ... inspire staff with a positive vision	59	23	18	6	53	23	17	1	59	+3	220
9. ... make tough decisions about priorities when needed	47	21	31	7	40	21	24	7	47	-2	220
<u>Results</u>											
10. ... demonstrate personal commitment to improving existing practices and processes	67	20	13	12	55	20	12	1	67	-1	220
11. ... are effective in delivering results	65	24	11	10	55	24	10	1	65	0	220
<u>Capability</u>											
12. ... create a culture of high performance and are intolerant of poor performance	42	27	31	3	39	27	27	4	42	0	219
13. ... give personal time to identifying and developing talented people at all levels	48	27	25	3	45	27	22	2	48	-1	219
14. ... encourage innovation and creativity	48	30	22	4	44	30	20	2	48	-3	220
15. ... are personally active in efforts to improve equality and diversity	57	30	13	6	50	30	10	3	57	-1	220

## 7. All Questions

In this section the % favourable score and the breakdown of results for each statement within the survey is provided. The questions are arranged in survey order. Comparisons to the Civil Service Overall results are shown. Negatively phrased questions are marked with a \*.

### Section 2- Leadership

Question	Positive	Neutral	Negative	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	% Favourable	Variance from SCS overall	Number of question responses
<b>On the whole, the SCS in my Department...</b>											
<u>Integrity</u>											
16. ... show personal commitment to their own learning and to teaching others	54	29	17	3	51	29	16	1	54	-1	220
17. ... work together across organisational boundaries to deliver outcomes	43	26	31	3	39	26	24	7	43	-14	218
<b>The Executive Board/Management Board/Top team in my Department ...</b>											
18. ... provide effective leadership	50	27	23	4	46	27	19	4	50	+2	220
19. ... are sufficiently visible in this organisation	48	16	36	5	43	16	33	3	48	+3	219
20. ... collectively lead change and business improvement in the Department	38	26	36	3	35	26	31	5	38	-9	219
21. ... model a culture of effective teamwork	13	34	53	2	11	34	43	10	13	-13	219

## 7. All Questions

In this section the % favourable score and the breakdown of results for each statement within the survey is provided. The questions are arranged in survey order. Comparisons to the Civil Service Overall results are shown.

Negatively phrased questions are marked with a \*.




### Section 3- Learning and Development

Question	Positive Neutral Negative			Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	% Favourable	Variance from SCS overall	Number of question responses
	Positive	Neutral	Negative								
22. I am satisfied with the learning and development opportunities I have to improve my skills in my current job	87	7	6	24	63	7	5	1	87	+7	218
23. My performance has improved as a result of skills I have developed over the past year	78	17	6	17	61	17	5	1	78	+2	218
24. I feel confident I have the leadership skills required to do my current job effectively	82	13	5	25	57	13	4	1	82	-6	218
25. The people I manage have the skills they need to deliver their objectives	70	16	14	11	60	16	13	1	70	-5	218

## 7. All Questions

In this section the % favourable score and the breakdown of results for each statement within the survey is provided. The questions are arranged in survey order. Comparisons to the Civil Service Overall results are shown. Negatively phrased questions are marked with a \*.

### Section 4- Performance and Career Management

Question	Positive Neutral Negative			Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	% Favourable	Variance from SCS overall	Number of question responses
	Positive	Neutral	Negative								
26. I have challenging work objectives				53	43	1	2	1	<b>96</b>	<b>+3</b>	218
27. I receive regular and constructive feedback on my performance				10	48	15	24	3	<b>59</b>	<b>+3</b>	217
28. During my last performance evaluation my manager helped me to focus on improving my performance				9	48	20	18	5	<b>57</b>	<b>+3</b>	217
29. Poor performance is dealt with effectively in my Department				2	18	30	44	6	<b>20</b>	<b>+1</b>	218
30. The appraisal system is fair, based on individual merit				3	31	22	31	13	<b>34</b>	<b>-12</b>	218
31. I am satisfied with the approach to performance management in my organisation				1	26	23	40	10	<b>27</b>	<b>-6</b>	217
32. I am satisfied with the opportunities for career progression within the Civil Service				11	56	18	11	3	<b>68</b>	<b>+10</b>	216
33. The system for career progression is fair to everyone				1	39	28	27	4	<b>40</b>	<b>+1</b>	216
				Yes	No						
34. I have discussed with my line manager how long I will stay in my current post				75	25				<b>75</b>	<b>-3</b>	69
				Staying	Moving On	Don't Know					
35. Will you be staying or moving on?				36	31	33			<b>36</b>	<b>-5</b>	61

## 7. All Questions

In this section the % favourable score and the breakdown of results for each statement within the survey is provided. The questions are arranged in survey order. Comparisons to the Civil Service Overall results are shown. Negatively phrased questions are marked with a \*.

### Section 5- Your Job

Question	Positive Neutral Negative			Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	% Favourable	Variance from SCS overall	Number of question responses
	Positive	Neutral	Negative								
36. My job gives me a feeling of personal accomplishment	88	6	6	41	47	6	6	0	88	-2	217
37. I am satisfied with the extent to which I am involved with decisions that affect my work	77	9	14	23	54	9	13	2	77	-1	216
38. I am satisfied with the recognition I receive for doing a good job	63	20	18	18	45	20	12	6	63	0	217
39. I am treated with fairness and respect	77	12	11	22	55	12	9	2	77	-3	217
40. The way pay is determined is clear and transparent	34	21	46	5	29	21	34	12	34	+2	217
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	40	16	44	4	36	16	31	12	40	+1	217
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	47	16	37	9	37	16	28	9	47	+6	217
43. I am comfortable with the level of pressure placed upon me in my job	66	15	18	8	59	15	16	3	66	-4	217
44. I am able to strike the right balance between my work and home life	41	16	43	3	38	16	36	7	41	-7	217
45. I am satisfied with my job	82	8	9	21	62	8	7	2	82	+2	217
46. I intend to still be working for this Department in 12 months' time	65	23	12	23	42	23	8	3	65	-6	217
47. I intend to seek a job outside the Civil Service within the next 2-3 years *	46	31	24	5	19	31	35	11	46	-1	216

## 7. All Questions

In this section the % favourable score and the breakdown of results for each statement within the survey is provided. The questions are arranged in survey order. Comparisons to the Civil Service Overall results are shown. Negatively phrased questions are marked with a \*.

### Section 6- Overall Perceptions of your Department and the Civil Service

Question	Positive Neutral Negative			Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	% Favourable	Variance from SCS overall	Number of question responses
	Positive	Neutral	Negative								
49. I am committed to seeing my Department succeed				68	31	1	0	0	<b>99</b>	<b>+1</b>	217
50. I am willing to put in a great deal of effort beyond what is normally expected to help my Department succeed				57	35	4	3	0	<b>93</b>	<b>+2</b>	217
51. I am proud to work for the Civil Service				36	50	12	2	0	<b>86</b>	<b>+5</b>	217
52. I feel a strong sense of belonging to the Department				23	47	18	12	0	<b>70</b>	<b>0</b>	217
53. I feel a strong sense of belonging to the Civil Service				25	45	22	8	0	<b>70</b>	<b>+3</b>	217
54. I feel a strong sense of belonging to the Senior Civil Service				18	37	32	12	2	<b>55</b>	<b>+3</b>	216
55. I would recommend the Civil Service as a good place to work				19	58	17	5	0	<b>78</b>	<b>+10</b>	216

## 8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

### Section 1- Leadership and Management Overall

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Gender		Grade				Length of Service - Current post			
		Male	Female	Deputy Director (SCS 1, 1A)	Director (SCS 2)	Director General (SCS 3)	Permanent Secretary	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
<b>Number of respondents:</b>	<b>220</b>	133	80	161	51	5	2	90	92	28	6
3. I understand how my work contributes to the objectives of the Department	<b>97</b>	99	96	96	100			100	96	96	
4. The Department as a whole is well managed	<b>54</b>	52	56	50	59			59	51	50	
5. I feel change is managed well in this Department	<b>34</b>	32	36	32	31			39	33	29	
6. I think it is safe to speak up and challenge the way things are done in the Department	<b>62</b>	62	61	58	69			72	51	64	
7. Overall, I have confidence in the Civil Service leaders within my Department	<b>62</b>	62	64	58	69			70	58	64	

## 8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

### Section 1- Leadership and Management Overall

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Length of Service - SCS				Length of Service - Civil Service			
		Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
<b>Number of respondents:</b>	<b>220</b>	38	64	42	71	17	19	13	167
3. I understand how my work contributes to the objectives of the Department	<b>97</b>	100	95	100	97	100	89	100	98
4. The Department as a whole is well managed	<b>54</b>	47	52	60	56	35	37	62	57
5. I feel change is managed well in this Department	<b>34</b>	32	28	40	37	24	11	23	38
6. I think it is safe to speak up and challenge the way things are done in the Department	<b>62</b>	76	61	57	58	88	79	77	56
7. Overall, I have confidence in the Civil Service leaders within my Department	<b>62</b>	68	61	64	59	76	47	69	62

## 8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

### Section 2- Leadership

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Gender		Grade				Length of Service - Current post			
		Male	Female	Deputy Director (SCS 1, 1A)	Director (SCS 2)	Director General (SCS 3)	Permanent Secretary	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
<b>Number of respondents:</b>	<b>220</b>	133	80	161	51	5	2	90	92	28	6
8. On the whole, the SCS in my Department inspire staff with a positive vision	<b>59</b>	56	63	55	67			67	54	46	
9. On the whole, the SCS in my Department make tough decisions about priorities when needed	<b>47</b>	48	45	51	35			53	48	39	
10. On the whole, the SCS in my Department demonstrate personal commitment to improving existing practices and processes	<b>67</b>	68	66	66	65			70	62	75	
11. On the whole, the SCS in my Department are effective in delivering results	<b>65</b>	62	70	61	75			69	63	64	
12. On the whole, the SCS in my Department create a culture of high performance and are intolerant of poor performance	<b>42</b>	42	41	39	47			51	37	36	
13. On the whole, the SCS in my Department give personal time to identifying and developing talented people at all levels	<b>48</b>	47	50	45	53			54	45	36	
14. On the whole, the SCS in my Department encourage innovation and creativity	<b>48</b>	44	53	47	45			48	51	39	
15. On the whole, the SCS in my Department are personally active in efforts to improve equality and diversity	<b>57</b>	57	56	53	67			62	53	50	
16. On the whole, the SCS in my Department show personal commitment to their own learning and to teaching others	<b>54</b>	49	61	52	59			57	49	64	
17. On the whole, the SCS in my Department work together across organisational boundaries to deliver outcomes	<b>43</b>	40	46	42	42			52	34	46	
18. The Executive Board/Management Board/Top team in my Department provide effective leadership	<b>50</b>	50	50	50	47			58	47	50	
19. The Executive Board/Management Board/Top team in my Department are sufficiently visible in this organisation	<b>48</b>	47	49	51	37			49	48	43	
20. The Executive Board/Management Board/Top team in my Department collectively lead change and business improvement in the Department	<b>38</b>	36	40	38	31			45	34	32	
21. The Executive Board/Management Board/Top team in my Department model a culture of effective teamwork	<b>13</b>	11	14	13	10			20	9	4	

## 8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

### Section 2- Leadership

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Length of Service - SCS				Length of Service - Civil Service			
		Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
<b>Number of respondents:</b>	<b>220</b>	38	64	42	71	17	19	13	167
8. On the whole, the SCS in my Department inspire staff with a positive vision	<b>59</b>	66	53	55	62	65	58	69	57
9. On the whole, the SCS in my Department make tough decisions about priorities when needed	<b>47</b>	61	56	50	31	47	42	46	49
10. On the whole, the SCS in my Department demonstrate personal commitment to improving existing practices and processes	<b>67</b>	71	67	69	66	65	68	62	68
11. On the whole, the SCS in my Department are effective in delivering results	<b>65</b>	61	66	60	70	65	37	69	68
12. On the whole, the SCS in my Department create a culture of high performance and are intolerant of poor performance	<b>42</b>	47	38	38	46	47	11	46	45
13. On the whole, the SCS in my Department give personal time to identifying and developing talented people at all levels	<b>48</b>	55	51	36	49	59	56	46	47
14. On the whole, the SCS in my Department encourage innovation and creativity	<b>48</b>	58	52	38	45	59	53	46	46
15. On the whole, the SCS in my Department are personally active in efforts to improve equality and diversity	<b>57</b>	58	58	60	55	59	68	62	56
16. On the whole, the SCS in my Department show personal commitment to their own learning and to teaching others	<b>54</b>	53	56	52	55	65	53	46	54
17. On the whole, the SCS in my Department work together across organisational boundaries to deliver outcomes	<b>43</b>	61	40	29	44	71	28	31	43
18. The Executive Board/Management Board/Top team in my Department provide effective leadership	<b>50</b>	58	53	48	45	53	58	38	50
19. The Executive Board/Management Board/Top team in my Department are sufficiently visible in this organisation	<b>48</b>	63	54	40	39	65	63	38	46
20. The Executive Board/Management Board/Top team in my Department collectively lead change and business improvement in the Department	<b>38</b>	55	44	24	31	47	47	23	37
21. The Executive Board/Management Board/Top team in my Department model a culture of effective teamwork	<b>13</b>	18	14	12	7	18	16	15	11

## 8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

### Section 3- Learning and Development

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Gender		Grade				Length of Service - Current post			
		Male	Female	Deputy Director (SCS 1, 1A)	Director (SCS 2)	Director General (SCS 3)	Permanent Secretary	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
<b>Number of respondents:</b>	<b>220</b>	133	80	161	51	5	2	90	92	28	6
22. I am satisfied with the learning and development opportunities I have to improve my skills in my current job	<b>87</b>	89	86	86	90			89	86	85	
23. My performance has improved as a result of skills I have developed over the past year	<b>78</b>	78	76	74	86			80	73	89	
24. I feel confident I have the leadership skills required to do my current job effectively	<b>82</b>	82	82	79	90			82	79	93	
25. The people I manage have the skills they need to deliver their objectives	<b>70</b>	69	71	73	59			67	74	74	

## 8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

### Section 3- Learning and Development

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Length of Service - SCS				Length of Service - Civil Service			
		Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
<b>Number of respondents:</b>	<b>220</b>	38	64	42	71	17	19	13	167
22. I am satisfied with the learning and development opportunities I have to improve my skills in my current job	<b>87</b>	84	84	88	92	76	84	92	89
23. My performance has improved as a result of skills I have developed over the past year	<b>78</b>	71	77	76	83	59	74	85	80
24. I feel confident I have the leadership skills required to do my current job effectively	<b>82</b>	82	81	80	85	76	84	85	83
25. The people I manage have the skills they need to deliver their objectives	<b>70</b>	66	75	66	70	47	63	54	75

## 8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

### Section 4- Performance and Career Management

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Gender		Grade				Length of Service - Current post			
		Male	Female	Deputy Director (SCS 1, 1A)	Director (SCS 2)	Director General (SCS 3)	Permanent Secretary	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
<b>Number of respondents:</b>	<b>220</b>	133	80	161	51	5	2	90	92	28	6
26. I have challenging work objectives	<b>96</b>	95	98	95	98			98	93	96	
27. I receive regular and constructive feedback on my performance	<b>59</b>	59	56	55	62			57	59	54	
28. During my last performance evaluation my manager helped me to focus on improving my performance	<b>57</b>	54	59	55	59			57	59	50	
29. Poor performance is dealt with effectively in my Department	<b>20</b>	18	20	19	18			22	20	14	
30. The appraisal system is fair, based on individual merit	<b>34</b>	35	33	34	25			39	30	32	
31. I am satisfied with the approach to performance management in my organisation	<b>27</b>	24	31	29	18			29	23	36	
32. I am satisfied with the opportunities for career progression within the Civil Service	<b>68</b>	67	70	65	72			72	66	68	
33. The system for career progression is fair to everyone	<b>40</b>	41	38	40	38			40	44	32	
34. I have discussed with my line manager how long I will stay in my current post	<b>75</b>	80	62	69	85			77	61	81	
35. Will you be staying or moving on?	<b>36</b>	37	29	33	47			60	31	21	

## 8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

### Section 4- Performance and Career Management

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Length of Service - SCS				Length of Service - Civil Service			
		Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
<b>Number of respondents:</b>	<b>220</b>	38	64	42	71	17	19	13	167
26. I have challenging work objectives	<b>96</b>	97	94	93	99	94	84	92	98
27. I receive regular and constructive feedback on my performance	<b>59</b>	55	56	48	67	47	42	31	63
28. During my last performance evaluation my manager helped me to focus on improving my performance	<b>57</b>	54	61	55	54	38	58	62	57
29. Poor performance is dealt with effectively in my Department	<b>20</b>	24	22	19	17	29	21	23	19
30. The appraisal system is fair, based on individual merit	<b>34</b>	29	36	29	38	18	42	23	35
31. I am satisfied with the approach to performance management in my organisation	<b>27</b>	24	28	22	31	12	32	15	29
32. I am satisfied with the opportunities for career progression within the Civil Service	<b>68</b>	68	77	73	55	65	68	83	66
33. The system for career progression is fair to everyone	<b>40</b>	34	55	41	28	24	47	58	40
34. I have discussed with my line manager how long I will stay in my current post	<b>75</b>	67	67	65	83	100	0	57	77
35. Will you be staying or moving on?	<b>36</b>	60	21	40	35	67	100	20	33

## 8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

### Section 5- Your Job

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Gender		Grade				Length of Service - Current post			
		Male	Female	Deputy Director (SCS 1, 1A)	Director (SCS 2)	Director General (SCS 3)	Permanent Secretary	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
<b>Number of respondents:</b>	<b>220</b>	133	80	161	51	5	2	90	92	28	6
36. My job gives me a feeling of personal accomplishment	<b>88</b>	87	89	84	98			90	85	89	
37. I am satisfied with the extent to which I am involved with decisions that affect my work	<b>77</b>	80	71	75	78			79	75	78	
38. I am satisfied with the recognition I receive for doing a good job	<b>63</b>	61	65	63	57			68	60	57	
39. I am treated with fairness and respect	<b>77</b>	78	78	73	86			84	71	75	
40. The way pay is determined is clear and transparent	<b>34</b>	38	26	31	39			41	27	32	
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	<b>40</b>	41	39	42	31			33	40	64	
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	<b>47</b>	44	50	49	37			46	49	46	
43. I am comfortable with the level of pressure placed upon me in my job	<b>66</b>	71	58	65	67			69	66	61	
44. I am able to strike the right balance between my work and home life	<b>41</b>	38	45	42	39			43	40	43	
45. I am satisfied with my job	<b>82</b>	83	83	78	92			87	78	82	
46. I intend to still be working for this Department in 12 months' time	<b>65</b>	66	66	65	65			76	64	39	
47. I intend to seek a job outside the Civil Service within the next 2-3 years	<b>46</b>	47	46	49	38			47	47	39	

## 8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

### Section 5- Your Job

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Length of Service - SCS				Length of Service - Civil Service			
		Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
<b>Number of respondents:</b>	<b>220</b>	38	64	42	71	17	19	13	167
36. My job gives me a feeling of personal accomplishment	<b>88</b>	89	86	83	92	82	89	85	89
37. I am satisfied with the extent to which I am involved with decisions that affect my work	<b>77</b>	76	77	68	82	65	74	85	78
38. I am satisfied with the recognition I receive for doing a good job	<b>63</b>	66	67	48	65	59	63	46	64
39. I am treated with fairness and respect	<b>77</b>	87	80	71	73	88	68	85	77
40. The way pay is determined is clear and transparent	<b>34</b>	47	27	43	25	47	47	62	28
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	<b>40</b>	32	39	52	37	29	21	54	42
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	<b>47</b>	39	53	48	42	29	42	54	48
43. I am comfortable with the level of pressure placed upon me in my job	<b>66</b>	66	69	69	62	59	79	69	65
44. I am able to strike the right balance between my work and home life	<b>41</b>	37	41	48	41	29	47	31	43
45. I am satisfied with my job	<b>82</b>	84	81	79	85	88	79	62	84
46. I intend to still be working for this Department in 12 months' time	<b>65</b>	76	67	57	62	76	63	31	67
47. I intend to seek a job outside the Civil Service within the next 2-3 years	<b>46</b>	37	52	45	46	24	42	8	51

## 8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

### Section 6- Overall Perceptions of your Department and the Civil Service

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Gender		Grade				Length of Service - Current post			
		Male	Female	Deputy Director (SCS 1, 1A)	Director (SCS 2)	Director General (SCS 3)	Permanent Secretary	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
<b>Number of respondents:</b>	<b>220</b>	133	80	161	51	5	2	90	92	28	6
49. I am committed to seeing my Department succeed	<b>99</b>	99	98	98	100			99	98	100	
50. I am willing to put in a great deal of effort beyond what is normally expected to help my Department succeed	<b>93</b>	92	93	91	96			93	92	89	
51. I am proud to work for the Civil Service	<b>86</b>	89	83	84	90			88	87	79	
52. I feel a strong sense of belonging to the Department	<b>70</b>	73	64	66	78			72	73	57	
53. I feel a strong sense of belonging to the Civil Service	<b>70</b>	68	70	70	65			68	72	75	
54. I feel a strong sense of belonging to the Senior Civil Service	<b>55</b>	53	56	50	66			58	53	50	
55. I would recommend the Civil Service as a good place to work	<b>78</b>	80	76	76	78			80	78	71	

## 8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

### Section 6- Overall Perceptions of your Department and the Civil Service

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Length of Service - SCS				Length of Service - Civil Service			
		Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
<b>Number of respondents:</b>	<b>220</b>	38	64	42	71	17	19	13	167
49. I am committed to seeing my Department succeed	<b>99</b>	100	97	98	100	100	100	100	98
50. I am willing to put in a great deal of effort beyond what is normally expected to help my Department succeed	<b>93</b>	97	94	90	90	100	100	100	90
51. I am proud to work for the Civil Service	<b>86</b>	82	92	86	83	88	84	<b>69</b>	87
52. I feel a strong sense of belonging to the Department	<b>70</b>	<b>50</b>	78	71	72	<b>59</b>	68	62	72
53. I feel a strong sense of belonging to the Civil Service	<b>70</b>	<b>50</b>	70	71	77	<b>29</b>	<b>47</b>	<b>38</b>	78
54. I feel a strong sense of belonging to the Senior Civil Service	<b>55</b>	<b>37</b>	58	57	59	<b>35</b>	<b>42</b>	54	58
55. I would recommend the Civil Service as a good place to work	<b>78</b>	<b>65</b>	86	81	75	<b>53</b>	74	77	81