



## SCS Survey 2006

### HM Treasury Highlights Report

Results Summary	
Number of Respondents:	91
Response Rate:	83%
Engagement Index Score:	76%

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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 HM Treasury with actionable data from the survey. It summarises the views of HM Treasury 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	97	-1
3. I understand how my work contributes to the objectives of the Department	96	-2
26. I have challenging work objectives	93	0
11. On the whole, the SCS in my Department are effective in delivering results	88	+23
36. My job gives me a feeling of personal accomplishment	87	-3

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	28	+2
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	37	-4
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	37	-2
33. The system for career progression is fair to everyone	37	-2
47. I intend to seek a job outside the Civil Service within the next 2-3 years	38	-9

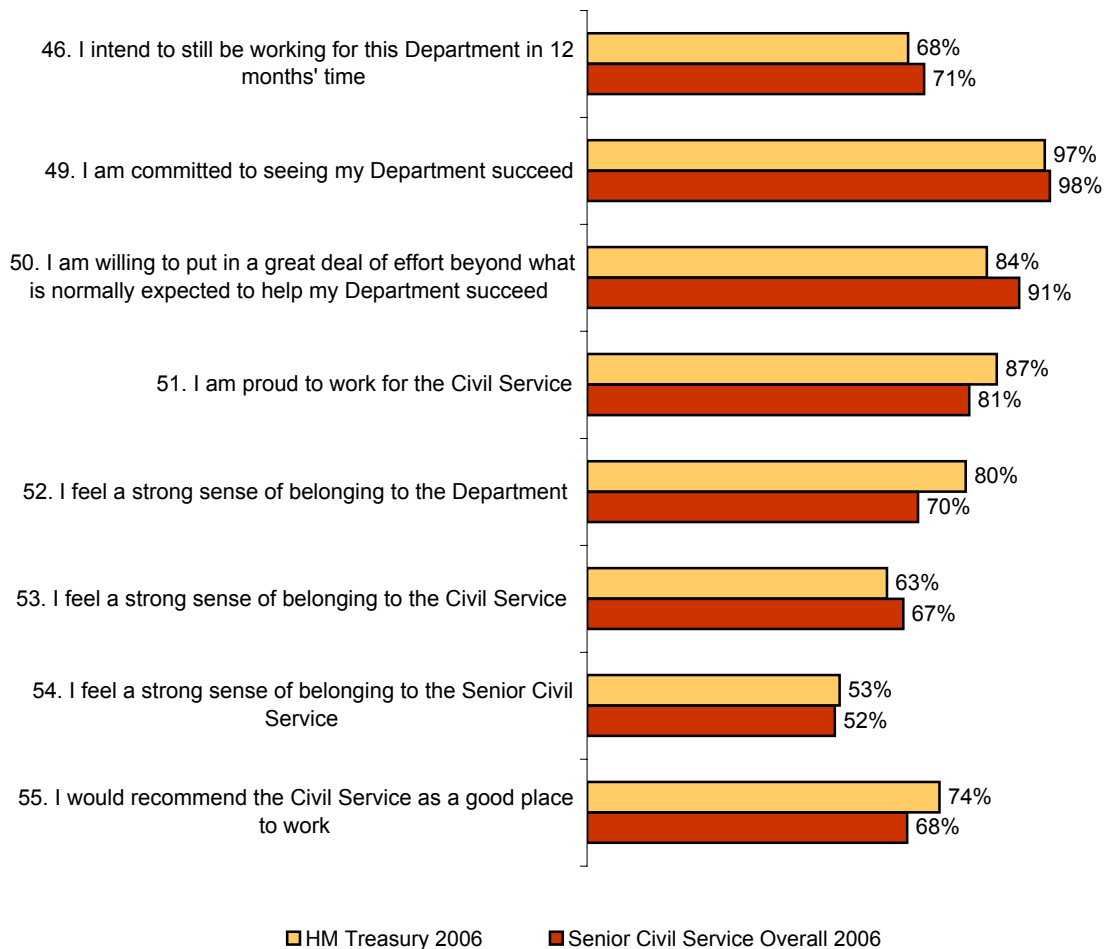
### 3. Engagement Index Results

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: 76%



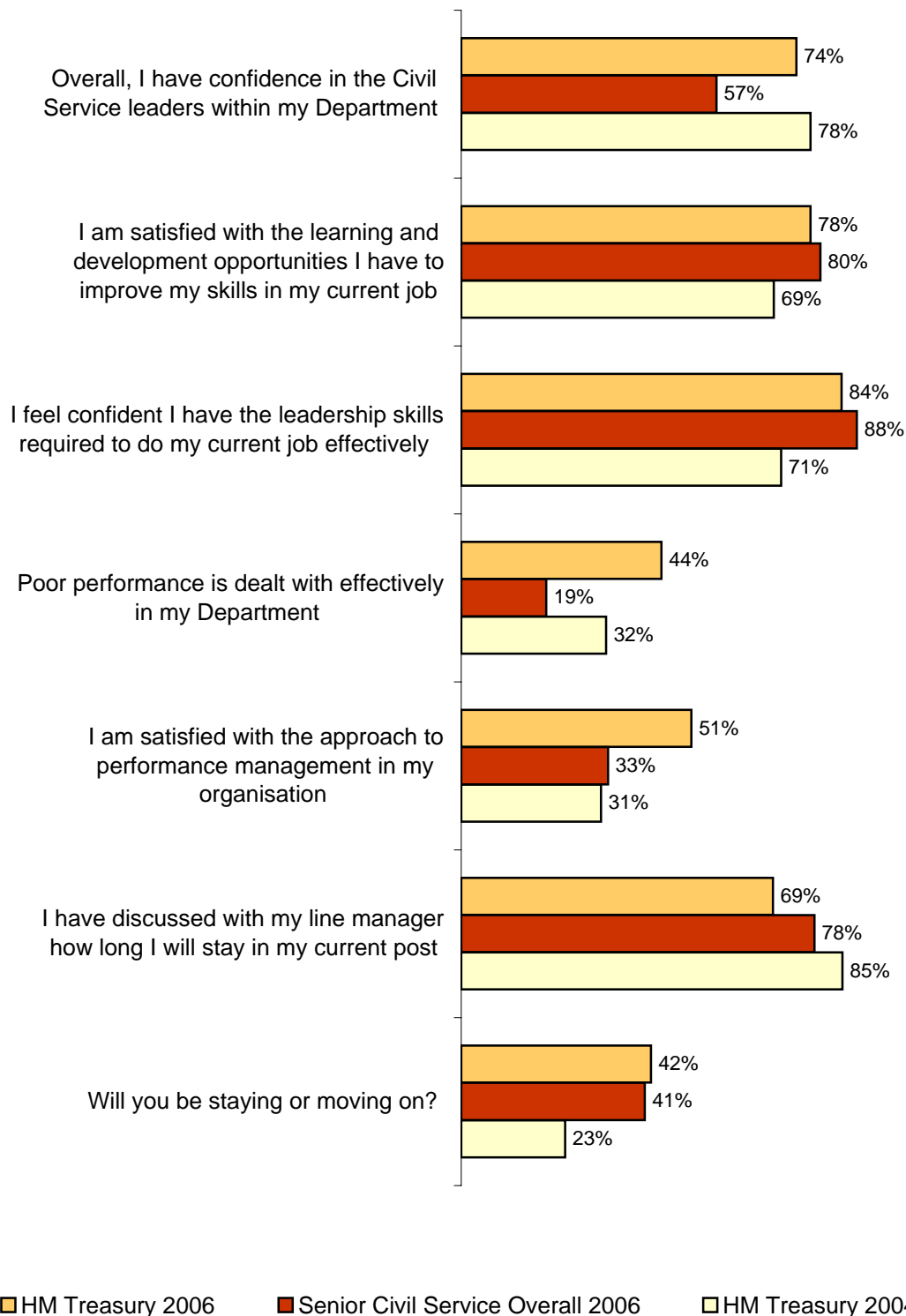
## 4. Comparison to External Benchmark

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	96	+11
4. The Department as a whole is well managed	74	+46
5. I feel change is managed well in this Department	54	+28
6. I think it is safe to speak up and challenge the way things are done in the Department	76	+32
7. Overall, I have confidence in the Civil Service leaders within my Department	74	+39
18. The Executive Board/Management Board/Top team in my Department provide effective leadership	67	+34
19. The Executive Board/Management Board/Top team in my Department are sufficiently visible in this organisation	61	+20
22. I am satisfied with the learning and development opportunities I have to improve my skills in my current job	78	+11
23. My performance has improved as a result of skills I have developed over the past year	83	+27
25. The people I manage have the skills they need to deliver their objectives	81	+4
27. I receive regular and constructive feedback on my performance	54	+1
28. During my last performance evaluation my manager helped me to focus on improving my performance *	52	-8
29. Poor performance is dealt with effectively in my Department	44	+18
32. I am satisfied with the opportunities for career progression within the Civil Service	64	+26
36. My job gives me a feeling of personal accomplishment	87	+26
38. I am satisfied with the recognition I receive for doing a good job	69	+23
39. I am treated with fairness and respect	81	+10
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	37	+13
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	37	-16
43. I am comfortable with the level of pressure placed upon me in my job	69	+7
44. I am able to strike the right balance between my work and home life	52	-15
45. I am satisfied with my job	74	+11
46. I intend to still be working for this Department in 12 months' time	68	+3
51. I am proud to work for the Civil Service	87	+29
52. I feel a strong sense of belonging to the Department *	80	+24
55. I would recommend the Civil Service as a good place to work	74	+15

## 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	87%	24	63	7	7	0
3. I understand how my work contributes to the objectives of the Department	96%	66	30	1	2	1
6. I think it is safe to speak up and challenge the way things are done in the Department	76%	16	60	11	11	2
27. I receive regular and constructive feedback on my performance	54%	7	48	20	21	4
29. Poor performance is dealt with effectively in my Department	44%	6	39	29	24	2
39. I am treated with fairness and respect	81%	20	61	12	4	2
23. My performance has improved as a result of skills I have developed over the past year	83%	22	61	10	7	0
25. The people I manage have the skills they need to deliver their objectives	81%	13	68	12	7	0
4. The Department as a whole is well managed	74%	12	62	14	9	2
7. Overall, I have confidence in the Civil Service leaders within my Department	74%	10	64	19	6	1
55. I would recommend the Civil Service as a good place to work	74%	18	57	21	4	0
45. I am satisfied with my job	74%	19	56	13	10	2
5. I feel change is managed well in this Department	54%	3	51	28	14	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				66	30	1	2	1	<b>96</b>	<b>-2</b>	90
4. The Department as a whole is well managed				12	62	14	9	2	<b>74</b>	<b>+23</b>	90
5. I feel change is managed well in this Department				3	51	28	14	3	<b>54</b>	<b>+21</b>	90
6. I think it is safe to speak up and challenge the way things are done in the Department				16	60	11	11	2	<b>76</b>	<b>+16</b>	90
7. Overall, I have confidence in the Civil Service leaders within my Department				10	64	19	6	1	<b>74</b>	<b>+17</b>	90

# 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	73	19	8	12	61	19	7	1	73	+17	90
9. ... make tough decisions about priorities when needed	56	23	21	9	47	23	19	2	56	+7	90
<u>Results</u>											
10. ... demonstrate personal commitment to improving existing practices and processes	73	14	12	11	62	14	10	2	73	+5	90
11. ... are effective in delivering results	88	8	4	17	71	8	4	0	88	+23	90
<u>Capability</u>											
12. ... create a culture of high performance and are intolerant of poor performance	74	16	10	19	56	16	9	1	74	+32	90
13. ... give personal time to identifying and developing talented people at all levels	54	28	18	3	51	28	16	2	54	+5	90
14. ... encourage innovation and creativity	67	24	9	12	54	24	8	1	67	+16	90
15. ... are personally active in efforts to improve equality and diversity	62	23	14	10	52	23	13	1	62	+4	90

## 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	47	38	16	7	40	38	14	1	47	-8	90
17. ... work together across organisational boundaries to deliver outcomes	66	13	21	6	60	13	20	1	66	+9	90
<b>The Executive Board/Management Board/Top team in my Department ...</b>											
18. ... provide effective leadership	67	20	13	4	62	20	12	1	67	+19	90
19. ... are sufficiently visible in this organisation	61	18	21	8	53	18	19	2	61	+16	90
20. ... collectively lead change and business improvement in the Department	63	21	16	4	59	21	13	2	63	+16	90
21. ... model a culture of effective teamwork	28	36	37	1	27	36	28	9	28	+2	90

## 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	78	12	10	15	63	12	8	2	78	-2	89
23. My performance has improved as a result of skills I have developed over the past year	83	10	7	22	61	10	7	0	83	+7	90
24. I feel confident I have the leadership skills required to do my current job effectively	84	11	4	20	64	11	4	0	84	-4	90
25. The people I manage have the skills they need to deliver their objectives	81	12	7	13	68	12	7	0	81	+6	90

## 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	93	4		44	49	4	2	0	93	0	90
27. I receive regular and constructive feedback on my performance	54	20	26	7	48	20	21	4	54	-2	90
28. During my last performance evaluation my manager helped me to focus on improving my performance	52	23	24	11	41	23	19	6	52	-2	90
29. Poor performance is dealt with effectively in my Department	44	29	27	6	39	29	24	2	44	+25	90
30. The appraisal system is fair, based on individual merit	60	20	20	12	48	20	12	8	60	+14	90
31. I am satisfied with the approach to performance management in my organisation	51	19	30	7	44	19	23	7	51	+18	90
32. I am satisfied with the opportunities for career progression within the Civil Service	64	18	18	7	57	18	13	4	64	+6	89
33. The system for career progression is fair to everyone	37	24	39	0	37	24	34	6	37	-2	89
34. I have discussed with my line manager how long I will stay in my current post				69	31				69	-9	26
35. Will you be staying or moving on?				42	42	16			42	+1	19

## 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	87	8	6	39	48	8	6	0	87	-3	90
37. I am satisfied with the extent to which I am involved with decisions that affect my work	78	9	13	22	56	9	11	2	78	0	90
38. I am satisfied with the recognition I receive for doing a good job	69	17	14	17	52	17	13	1	69	+6	90
39. I am treated with fairness and respect	81	12	7	20	61	12	4	2	81	+1	90
40. The way pay is determined is clear and transparent	38	21	41	4	33	21	23	18	38	+6	90
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	37	11	52	6	31	11	30	22	37	-2	90
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	37	20	43	7	30	20	20	23	37	-4	90
43. I am comfortable with the level of pressure placed upon me in my job	69	17	14	11	58	17	13	1	69	-1	90
44. I am able to strike the right balance between my work and home life	52	14	33	14	38	14	28	6	52	+4	90
45. I am satisfied with my job	74	13	12	19	56	13	10	2	74	-6	90
46. I intend to still be working for this Department in 12 months' time	68	11	21	28	40	11	17	4	68	-3	90
47. I intend to seek a job outside the Civil Service within the next 2-3 years *	38	37	26	6	20	37	29	9	38	-9	90

## 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	97			54	42	2	1	0	97	-1	90
50. I am willing to put in a great deal of effort beyond what is normally expected to help my Department succeed	84	11	4	42	42	11	4	0	84	-7	90
51. I am proud to work for the Civil Service	87	7	7	24	63	7	7	0	87	+6	89
52. I feel a strong sense of belonging to the Department	80	12	8	42	38	12	6	2	80	+10	90
53. I feel a strong sense of belonging to the Civil Service	63	19	18	18	46	19	18	0	63	-4	90
54. I feel a strong sense of belonging to the Senior Civil Service	53	24	22	9	44	24	18	4	53	+1	90
55. I would recommend the Civil Service as a good place to work	74	21	4	18	57	21	4	0	74	+6	90

## 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>91</b>	56	34	68	18	3	1	27	49	11	3
3. I understand how my work contributes to the objectives of the Department	<b>96</b>	96	94	94	100			96	94	100	
4. The Department as a whole is well managed	<b>74</b>	73	76	76	61			74	69	91	
5. I feel change is managed well in this Department	<b>54</b>	54	56	53	50			59	53	64	
6. I think it is safe to speak up and challenge the way things are done in the Department	<b>76</b>	77	74	72	83			81	82	36	
7. Overall, I have confidence in the Civil Service leaders within my Department	<b>74</b>	77	71	72	78			85	71	64	

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### 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>91</b>	10	36	15	29	1	7	3	79
3. I understand how my work contributes to the objectives of the Department	<b>96</b>	100	92	100	97				96
4. The Department as a whole is well managed	<b>74</b>	50	78	73	79				77
5. I feel change is managed well in this Department	<b>54</b>	30	56	60	59				56
6. I think it is safe to speak up and challenge the way things are done in the Department	<b>76</b>	80	81	60	76				75
7. Overall, I have confidence in the Civil Service leaders within my Department	<b>74</b>	80	78	67	72				72

## 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>91</b>	56	34	68	18	3	1	27	49	11	3
8. On the whole, the SCS in my Department inspire staff with a positive vision	<b>73</b>	73	74	76	56			89	63	82	
9. On the whole, the SCS in my Department make tough decisions about priorities when needed	<b>56</b>	57	53	56	44			52	51	73	
10. On the whole, the SCS in my Department demonstrate personal commitment to improving existing practices and processes	<b>73</b>	73	74	72	72			81	67	73	
11. On the whole, the SCS in my Department are effective in delivering results	<b>88</b>	88	88	85	94			96	82	91	
12. On the whole, the SCS in my Department create a culture of high performance and are intolerant of poor performance	<b>74</b>	66	88	74	72			70	78	82	
13. On the whole, the SCS in my Department give personal time to identifying and developing talented people at all levels	<b>54</b>	54	56	51	56			67	47	55	
14. On the whole, the SCS in my Department encourage innovation and creativity	<b>67</b>	63	74	63	72			67	67	64	
15. On the whole, the SCS in my Department are personally active in efforts to improve equality and diversity	<b>62</b>	61	65	60	61			67	61	55	
16. On the whole, the SCS in my Department show personal commitment to their own learning and to teaching others	<b>47</b>	46	47	44	50			48	41	64	
17. On the whole, the SCS in my Department work together across organisational boundaries to deliver outcomes	<b>66</b>	70	59	68	56			63	65	73	
18. The Executive Board/Management Board/Top team in my Department provide effective leadership	<b>67</b>	66	68	65	67			67	65	73	
19. The Executive Board/Management Board/Top team in my Department are sufficiently visible in this organisation	<b>61</b>	57	68	57	67			67	63	55	
20. The Executive Board/Management Board/Top team in my Department collectively lead change and business improvement in the Department	<b>63</b>	61	68	60	67			70	57	73	
21. The Executive Board/Management Board/Top team in my Department model a culture of effective teamwork	<b>28</b>	29	26	24	28			30	29	27	

## 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>91</b>	10	36	15	29	1	7	3	79
8. On the whole, the SCS in my Department inspire staff with a positive vision	<b>73</b>	80	67	73	79				77
9. On the whole, the SCS in my Department make tough decisions about priorities when needed	<b>56</b>	60	47	53	66				54
10. On the whole, the SCS in my Department demonstrate personal commitment to improving existing practices and processes	<b>73</b>	70	72	73	76				72
11. On the whole, the SCS in my Department are effective in delivering results	<b>88</b>	100	89	87	83				87
12. On the whole, the SCS in my Department create a culture of high performance and are intolerant of poor performance	<b>74</b>	50	72	67	90				78
13. On the whole, the SCS in my Department give personal time to identifying and developing talented people at all levels	<b>54</b>	50	47	67	59				56
14. On the whole, the SCS in my Department encourage innovation and creativity	<b>67</b>	60	67	53	76				67
15. On the whole, the SCS in my Department are personally active in efforts to improve equality and diversity	<b>62</b>	40	58	87	62				62
16. On the whole, the SCS in my Department show personal commitment to their own learning and to teaching others	<b>47</b>	50	39	53	52				47
17. On the whole, the SCS in my Department work together across organisational boundaries to deliver outcomes	<b>66</b>	60	58	87	66				68
18. The Executive Board/Management Board/Top team in my Department provide effective leadership	<b>67</b>	50	72	53	72				68
19. The Executive Board/Management Board/Top team in my Department are sufficiently visible in this organisation	<b>61</b>	70	61	53	62				61
20. The Executive Board/Management Board/Top team in my Department collectively lead change and business improvement in the Department	<b>63</b>	70	58	53	72				63
21. The Executive Board/Management Board/Top team in my Department model a culture of effective teamwork	<b>28</b>	20	31	13	34				29

## 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>91</b>	56	34	68	18	3	1	27	49	11	3
22. I am satisfied with the learning and development opportunities I have to improve my skills in my current job	<b>78</b>	82	70	76	83			85	73	73	
23. My performance has improved as a result of skills I have developed over the past year	<b>83</b>	80	88	81	89			85	84	91	
24. I feel confident I have the leadership skills required to do my current job effectively	<b>84</b>	82	88	79	100			85	88	73	
25. The people I manage have the skills they need to deliver their objectives	<b>81</b>	86	74	79	83			81	84	82	

## 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>91</b>	10	36	15	29	1	7	3	79
22. I am satisfied with the learning and development opportunities I have to improve my skills in my current job	<b>78</b>	89	83	60	76				78
23. My performance has improved as a result of skills I have developed over the past year	<b>83</b>	80	94	67	79				85
24. I feel confident I have the leadership skills required to do my current job effectively	<b>84</b>	80	78	73	100				84
25. The people I manage have the skills they need to deliver their objectives	<b>81</b>	70	83	67	90				81

## 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

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	
Please note: Results are not shown for results of fewer than 10 respondents.												
<b>Number of respondents:</b>	<b>91</b>	56	34	68	18	3	1	27	49	11	3	
26. I have challenging work objectives	<b>93</b>	89	100	91	100			89	94	100		
27. I receive regular and constructive feedback on my performance	<b>54</b>	55	53	57	33			59	53	45		
28. During my last performance evaluation my manager helped me to focus on improving my performance	<b>52</b>	55	47	54	39			59	49	45		
29. Poor performance is dealt with effectively in my Department	<b>44</b>	48	38	41	44			37	49	45		
30. The appraisal system is fair, based on individual merit	<b>60</b>	68	47	60	50			70	55	55		
31. I am satisfied with the approach to performance management in my organisation	<b>51</b>	54	47	47	56			63	49	36		
32. I am satisfied with the opportunities for career progression within the Civil Service	<b>64</b>	62	68	61	67			73	65	36		
33. The system for career progression is fair to everyone	<b>37</b>	42	29	27	61			50	33	18		
34. I have discussed with my line manager how long I will stay in my current post	<b>69</b>	76	56	68	75			20	86	82		
35. Will you be staying or moving on?	<b>42</b>	45	38	50	20			100	30	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 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>91</b>	10	36	15	29	1	7	3	79
26. I have challenging work objectives	<b>93</b>	80	100	87	93				92
27. I receive regular and constructive feedback on my performance	<b>54</b>	50	72	33	45				54
28. During my last performance evaluation my manager helped me to focus on improving my performance	<b>52</b>	50	58	40	52				53
29. Poor performance is dealt with effectively in my Department	<b>44</b>	20	36	40	66				48
30. The appraisal system is fair, based on individual merit	<b>60</b>	60	64	53	59				59
31. I am satisfied with the approach to performance management in my organisation	<b>51</b>	30	56	47	55				52
32. I am satisfied with the opportunities for career progression within the Civil Service	<b>64</b>	60	80	53	52				68
33. The system for career progression is fair to everyone	<b>37</b>	50	31	40	38				36
34. I have discussed with my line manager how long I will stay in my current post	<b>69</b>	25	80	67	82				65
35. Will you be staying or moving on?	<b>42</b>	100	40	33	43				50

## 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>91</b>	56	34	68	18	3	1	27	49	11	3
36. My job gives me a feeling of personal accomplishment	<b>87</b>	86	88	85	89			89	86	82	
37. I am satisfied with the extent to which I am involved with decisions that affect my work	<b>78</b>	73	85	76	83			85	76	73	
38. I am satisfied with the recognition I receive for doing a good job	<b>69</b>	79	53	69	61			85	61	55	
39. I am treated with fairness and respect	<b>81</b>	86	74	81	78			89	78	73	
40. The way pay is determined is clear and transparent	<b>38</b>	45	26	29	61			44	35	27	
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	<b>37</b>	38	35	37	28			41	31	36	
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	<b>37</b>	36	38	37	33			44	33	36	
43. I am comfortable with the level of pressure placed upon me in my job	<b>69</b>	70	68	63	83			74	65	64	
44. I am able to strike the right balance between my work and home life	<b>52</b>	59	41	46	67			44	57	45	
45. I am satisfied with my job	<b>74</b>	79	68	71	83			78	67	91	
46. I intend to still be working for this Department in 12 months' time	<b>68</b>	77	53	66	72			85	61	45	
47. I intend to seek a job outside the Civil Service within the next 2-3 years	<b>38</b>	36	41	38	28			41	31	45	

## 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>91</b>	10	36	15	29	1	7	3	79
36. My job gives me a feeling of personal accomplishment	<b>87</b>	80	92	87	83				86
37. I am satisfied with the extent to which I am involved with decisions that affect my work	<b>78</b>	60	83	60	86				78
38. I am satisfied with the recognition I receive for doing a good job	<b>69</b>	100	72	47	66				71
39. I am treated with fairness and respect	<b>81</b>	80	86	60	86				82
40. The way pay is determined is clear and transparent	<b>38</b>	10	33	40	52				38
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	<b>37</b>	30	39	40	34				39
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	<b>37</b>	40	44	33	28				39
43. I am comfortable with the level of pressure placed upon me in my job	<b>69</b>	60	67	53	83				68
44. I am able to strike the right balance between my work and home life	<b>52</b>	40	44	40	72				53
45. I am satisfied with my job	<b>74</b>	60	72	80	79				76
46. I intend to still be working for this Department in 12 months' time	<b>68</b>	80	69	60	66				72
47. I intend to seek a job outside the Civil Service within the next 2-3 years	<b>38</b>	50	33	33	41				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 6- Overall Perceptions of your Department and the Civil Service

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	
Please note: Results are not shown for results of fewer than 10 respondents.												
<b>Number of respondents:</b>	<b>91</b>	56	34	68	18	3	1	27	49	11	3	
49. I am committed to seeing my Department succeed	<b>97</b>	96	97	96	100			96	96	100		
50. I am willing to put in a great deal of effort beyond what is normally expected to help my Department succeed	<b>84</b>	88	79	84	83			93	86	64		
51. I am proud to work for the Civil Service	<b>87</b>	88	85	87	83			93	81	91		
52. I feel a strong sense of belonging to the Department	<b>80</b>	88	68	78	83			89	71	91		
53. I feel a strong sense of belonging to the Civil Service	<b>63</b>	63	65	63	56			81	53	64		
54. I feel a strong sense of belonging to the Senior Civil Service	<b>53</b>	54	53	49	67			59	51	45		
55. I would recommend the Civil Service as a good place to work	<b>74</b>	73	76	75	67			81	69	82		

## 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>91</b>	10	36	15	29	1	7	3	79
49. I am committed to seeing my Department succeed	<b>97</b>	100	94	93	100				96
50. I am willing to put in a great deal of effort beyond what is normally expected to help my Department succeed	<b>84</b>	100	89	73	79				82
51. I am proud to work for the Civil Service	<b>87</b>	80	94	73	86				86
52. I feel a strong sense of belonging to the Department	<b>80</b>	80	75	73	90				81
53. I feel a strong sense of belonging to the Civil Service	<b>63</b>	70	69	67	52				66
54. I feel a strong sense of belonging to the Senior Civil Service	<b>53</b>	40	56	40	62				54
55. I would recommend the Civil Service as a good place to work	<b>74</b>	70	81	80	66				76