



Cabinet Office

Civil Service People Survey 2016

Summary of main department scores 2009-2016

November 2016

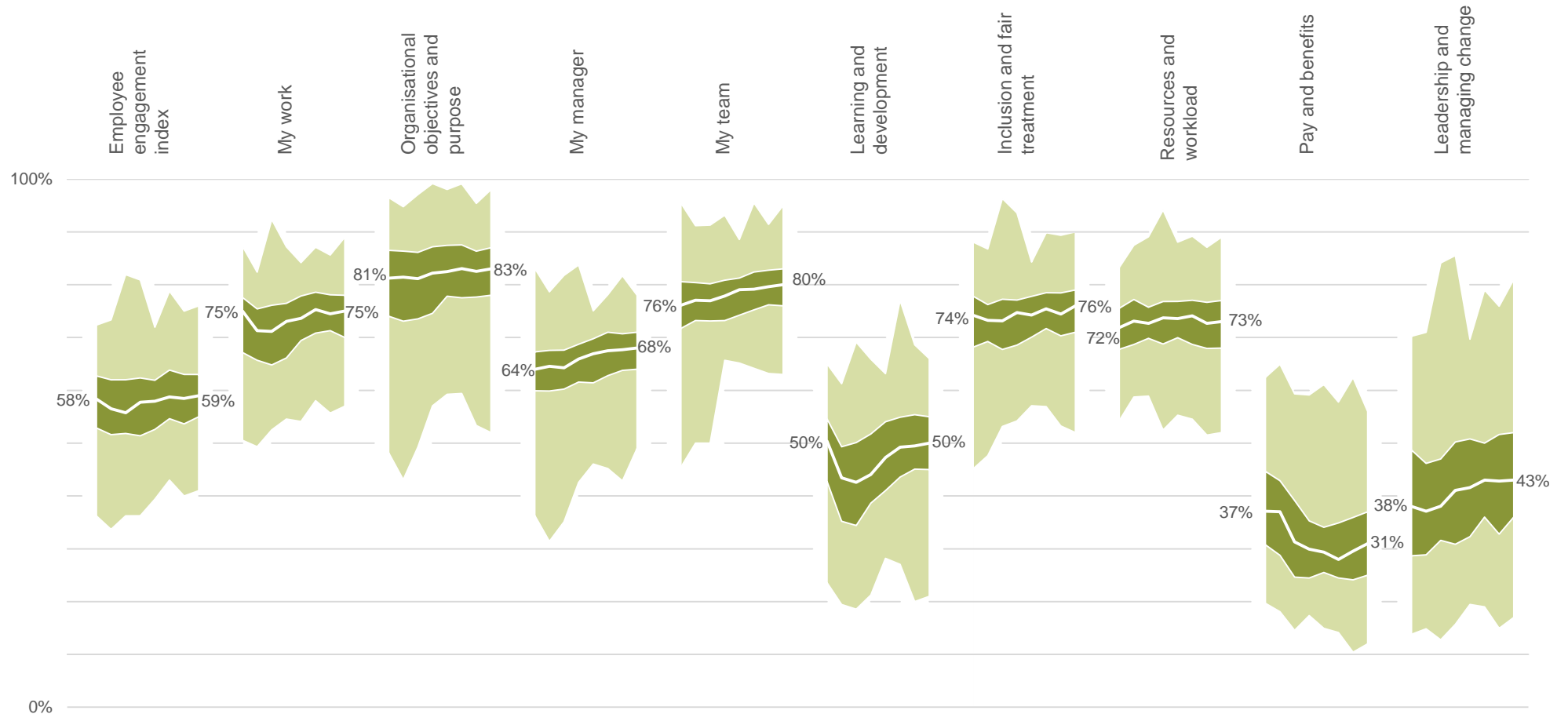
Civil Service People Survey 2009-2016: summary of organisational performance

This report shows the engagement index and theme scores from the 2016 Civil Service People Survey.

Page 3-20 provide data for each individual Whitehall department and show its position among this group.

Page 2 shows data for all Civil Service organisations in the survey.

- Highest organisation score each year
- Upper quartile of organisation scores each year
- Civil Service benchmark (median organisation score)
- Lower quartile of organisation scores each year
- Lowest organisational score each year

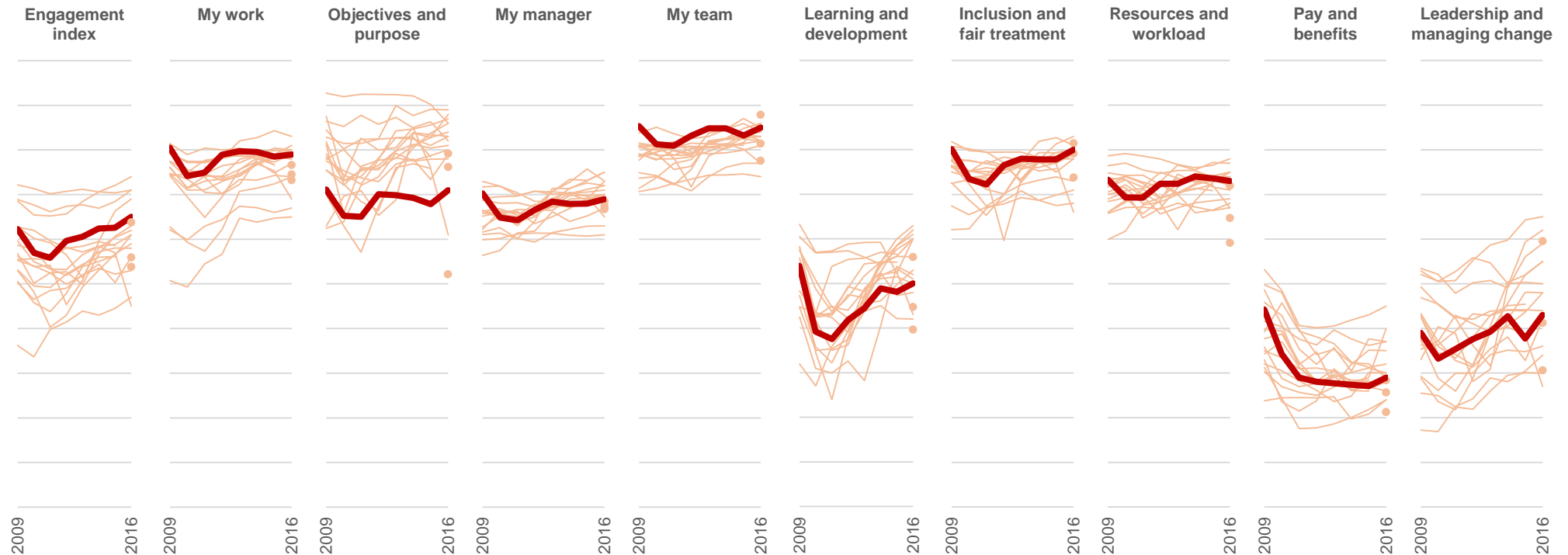


Cabinet Office

	2009	2010	2011	2012	2013	2014	2015	2016
Employee engagement index	62%	57%	56%	60%	61%	62%	63%	65%
My work	81%	74%	75%	79%	80%	80%	78%	79%
Organisational objectives and purpose	71%	65%	65%	70%	70%	69%	68%	71%
My manager	70%	65%	64%	67%	68%	68%	68%	69%
My team	85%	81%	81%	83%	85%	85%	83%	85%
Learning and development	54%	39%	38%	42%	44%	49%	48%	50%
Inclusion and fair treatment	80%	73%	72%	77%	78%	78%	78%	80%
Resources and workload	73%	69%	69%	72%	72%	74%	74%	73%
Pay and benefits	44%	34%	29%	28%	28%	27%	27%	29%
Leadership and managing change	39%	33%	35%	38%	39%	43%	38%	43%
<i>Response rate</i>	86%	83%	93%	91%	95%	89%	86%	87%

Chart notes:

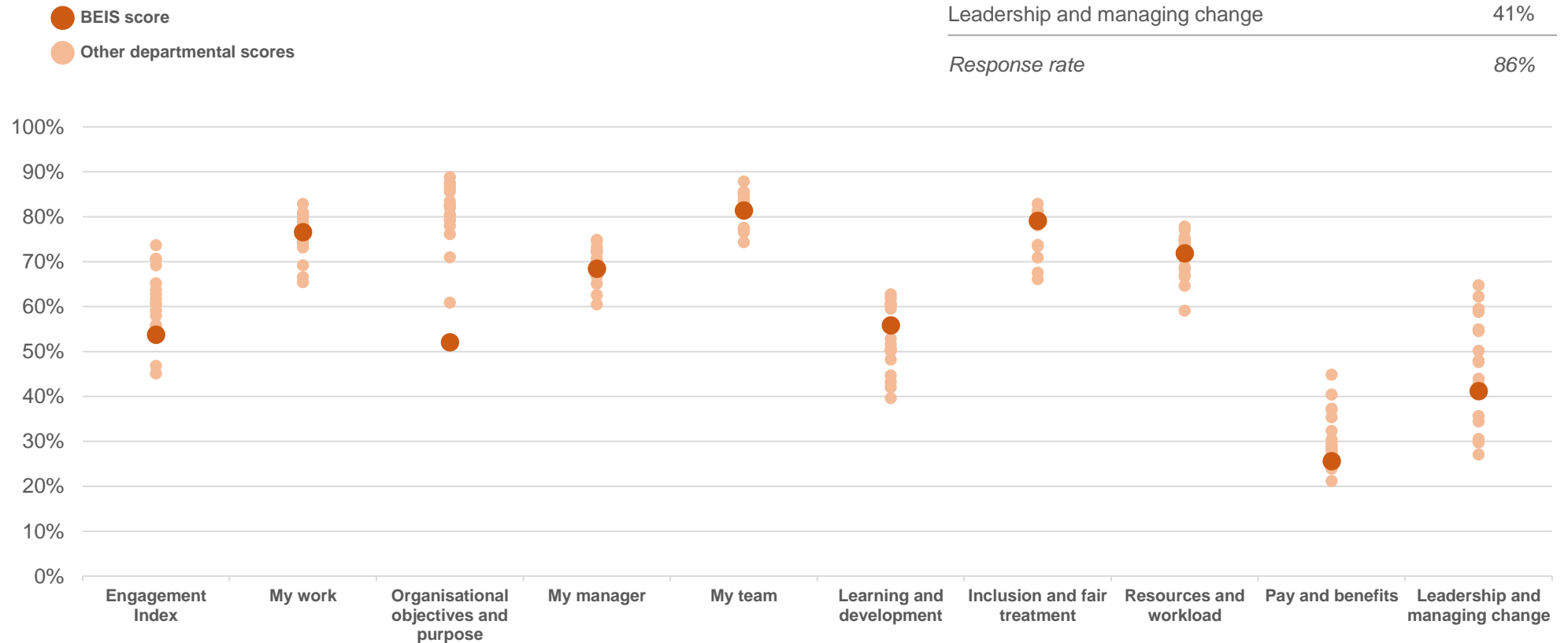
Each chart shows trend lines for the main departments. Bold lines denote the organisation featured on this slide. Departments without trend data (BEIS, DIT and DExEU) are depicted by spheres in 2016.



Department for Business, Energy & Industrial Strategy

BEIS was formed in 2016, therefore there are no data for previous years.

	2016
Employee engagement index	54%
My work	77%
Organisational objectives and purpose	52%
My manager	69%
My team	81%
Learning and development	56%
Inclusion and fair treatment	79%
Resources and workload	72%
Pay and benefits	26%
Leadership and managing change	41%
<i>Response rate</i>	86%

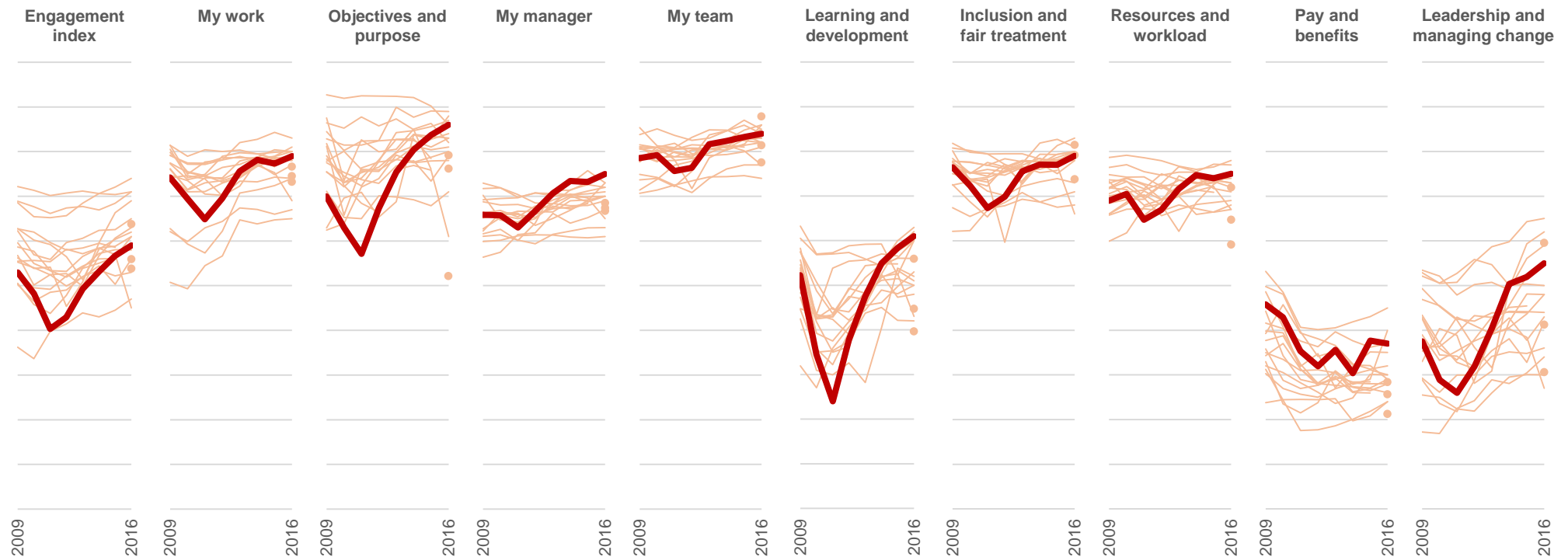


Department for Communities and Local Government (excluding agencies)

	2009	2010	2011	2012	2013	2014	2015	2016
Employee engagement index	53%	48%	40%	43%	49%	53%	57%	59%
My work	74%	69%	65%	70%	76%	78%	77%	79%
Organisational objectives and purpose	70%	63%	57%	67%	75%	80%	84%	86%
My manager	66%	66%	63%	67%	71%	73%	73%	75%
My team	79%	79%	76%	76%	82%	82%	83%	84%
Learning and development	52%	35%	24%	38%	47%	55%	58%	61%
Inclusion and fair treatment	76%	72%	67%	70%	76%	77%	77%	79%
Resources and workload	69%	71%	65%	67%	72%	75%	74%	75%
Pay and benefits	46%	43%	35%	32%	36%	30%	38%	37%
Leadership and managing change	38%	29%	26%	32%	40%	50%	52%	55%
<i>Response rate</i>	73%	81%	76%	77%	78%	77%	82%	82%

Chart notes:

Each chart shows trend lines for the main departments. Bold lines denote the organisation featured on this slide. Departments without trend data (BEIS, DIT and DExEU) are depicted by spheres in 2016.

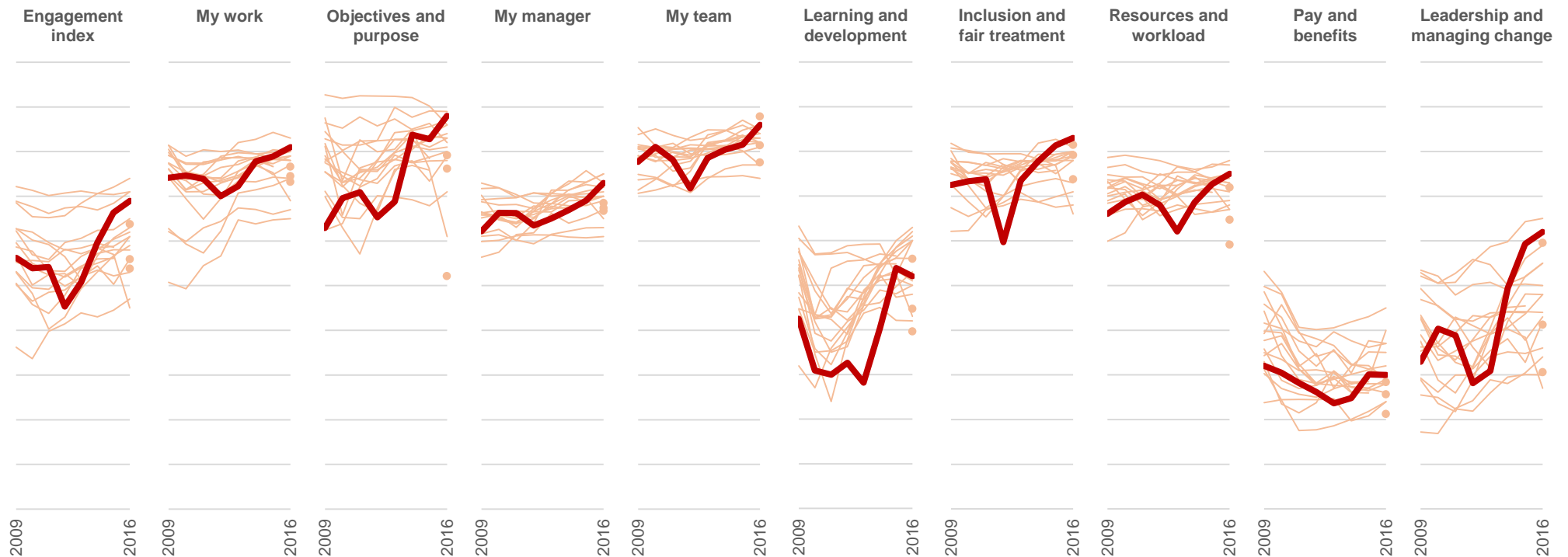


Department for Culture, Media and Sport (excluding agencies)

	2009	2010	2011	2012	2013	2014	2015	2016
Employee engagement index	56%	54%	54%	45%	51%	60%	66%	69%
My work	74%	75%	74%	70%	72%	78%	79%	81%
Organisational objectives and purpose	63%	70%	71%	65%	69%	84%	83%	88%
My manager	62%	66%	66%	63%	65%	67%	69%	73%
My team	78%	81%	78%	72%	79%	80%	82%	86%
Learning and development	42%	31%	30%	33%	28%	40%	54%	52%
Inclusion and fair treatment	73%	73%	74%	60%	74%	78%	81%	83%
Resources and workload	66%	69%	70%	68%	62%	69%	73%	75%
Pay and benefits	32%	30%	28%	26%	24%	25%	30%	30%
Leadership and managing change	33%	40%	39%	28%	31%	49%	59%	62%
<i>Response rate</i>	<i>91%</i>	<i>69%</i>	<i>67%</i>	<i>41%</i>	<i>66%</i>	<i>91%</i>	<i>96%</i>	<i>98%</i>

Chart notes:

Each chart shows trend lines for the main departments. Bold lines denote the organisation featured on this slide. Departments without trend data (BEIS, DIT and DExEU) are depicted by spheres in 2016.

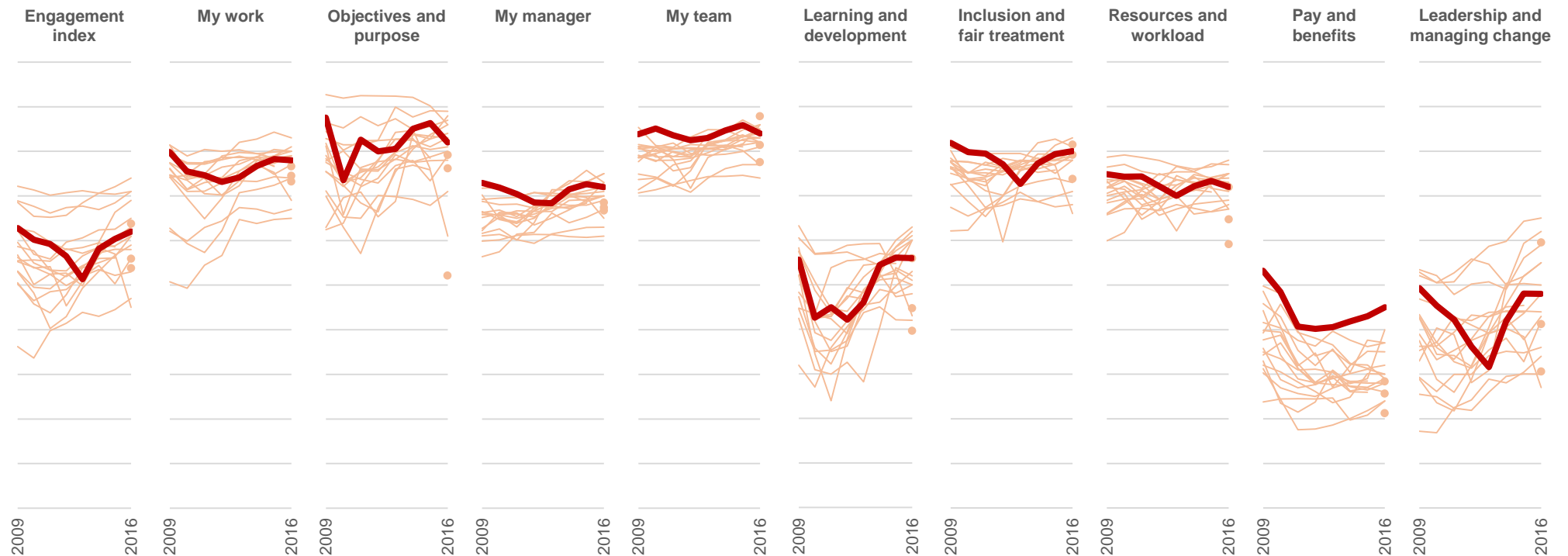


Department for Education

	2009	2010	2011	2012	2013	2014	2015	2016
Employee engagement index	63%	60%	59%	56%	51%	58%	60%	62%
My work	80%	76%	75%	73%	74%	77%	78%	78%
Organisational objectives and purpose	88%	74%	83%	80%	81%	85%	86%	82%
My manager	73%	72%	70%	69%	68%	71%	73%	72%
My team	84%	85%	84%	83%	83%	85%	86%	84%
Learning and development	56%	43%	45%	42%	46%	54%	56%	56%
Inclusion and fair treatment	82%	80%	79%	77%	73%	77%	79%	80%
Resources and workload	75%	74%	74%	72%	70%	72%	73%	72%
Pay and benefits	53%	48%	41%	40%	41%	42%	43%	45%
Leadership and managing change	49%	45%	42%	36%	32%	42%	48%	48%
<i>Response rate</i>	82%	85%	89%	92%	91%	95%	88%	93%

Chart notes:

Each chart shows trend lines for the main departments. Bold lines denote the organisation featured on this slide. Departments without trend data (BEIS, DIT and DExEU) are depicted by spheres in 2016.

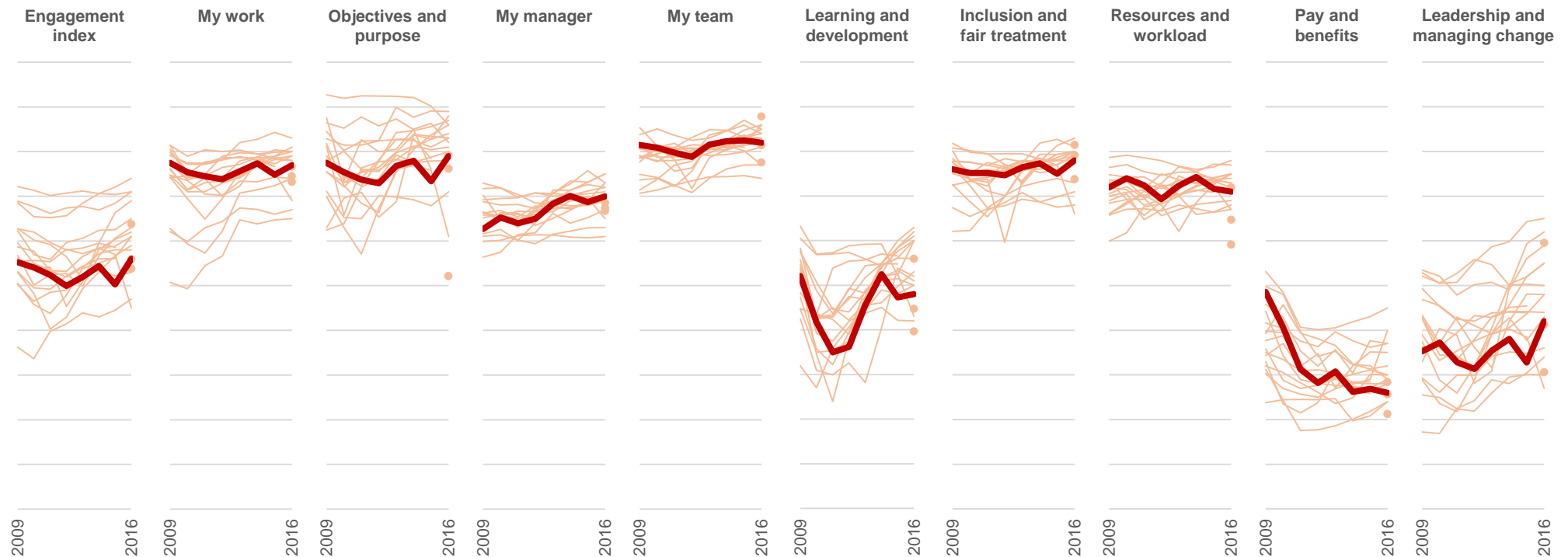


Department for Environment, Food and Rural Affairs (excluding agencies)

	2009	2010	2011	2012	2013	2014	2015	2016
Employee engagement index	55%	54%	52%	50%	52%	54%	50%	56%
My work	77%	75%	74%	74%	76%	77%	75%	77%
Organisational objectives and purpose	78%	75%	74%	73%	77%	78%	73%	79%
My manager	63%	65%	64%	65%	68%	70%	69%	70%
My team	81%	81%	80%	79%	82%	82%	82%	82%
Learning and development	52%	42%	35%	36%	45%	52%	47%	48%
Inclusion and fair treatment	76%	75%	75%	75%	76%	77%	75%	78%
Resources and workload	72%	74%	72%	69%	72%	74%	72%	71%
Pay and benefits	49%	41%	31%	28%	31%	26%	27%	26%
Leadership and managing change	35%	37%	33%	31%	35%	38%	33%	42%
<i>Response rate</i>	<i>74%</i>	<i>79%</i>	<i>78%</i>	<i>68%</i>	<i>87%</i>	<i>87%</i>	<i>84%</i>	<i>89%</i>

Chart notes:

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Department for Exiting the European Union

DExEU was formed in 2016, therefore there are no data for previous years.

	2016
Employee engagement index	64%
My work	74%
Organisational objectives and purpose	79%
My manager	67%
My team	88%
Learning and development	40%
Inclusion and fair treatment	81%
Resources and workload	59%
Pay and benefits	28%
Leadership and managing change	60%
<i>Response rate</i>	85%

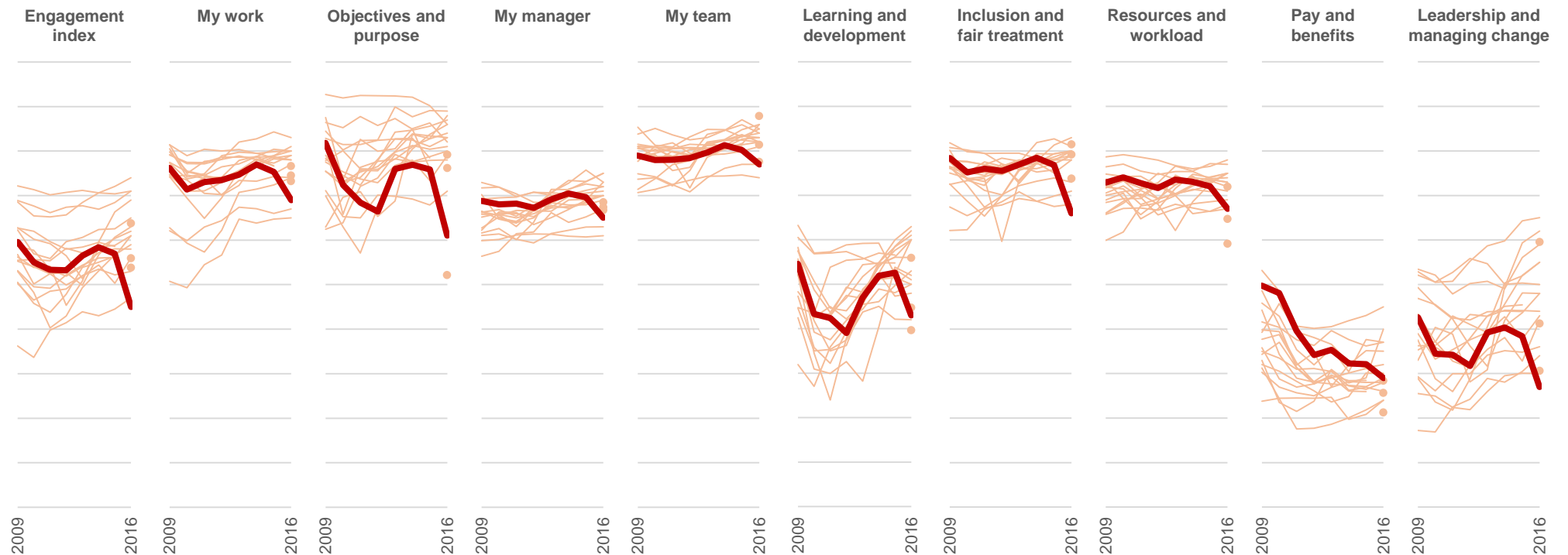


Department of Health (excluding agencies)

	2009	2010	2011	2012	2013	2014	2015	2016
Employee engagement index	60%	55%	53%	53%	57%	58%	57%	45%
My work	76%	71%	73%	74%	75%	77%	75%	69%
Organisational objectives and purpose	82%	72%	68%	66%	76%	77%	76%	61%
My manager	69%	68%	68%	67%	69%	71%	70%	65%
My team	79%	78%	78%	78%	80%	81%	80%	77%
Learning and development	55%	43%	42%	39%	47%	52%	53%	43%
Inclusion and fair treatment	78%	75%	76%	76%	77%	78%	77%	66%
Resources and workload	73%	74%	73%	72%	74%	73%	72%	67%
Pay and benefits	50%	48%	40%	34%	35%	32%	32%	29%
Leadership and managing change	43%	34%	34%	32%	39%	40%	38%	27%
<i>Response rate</i>	79%	67%	73%	75%	70%	69%	80%	67%

Chart notes:

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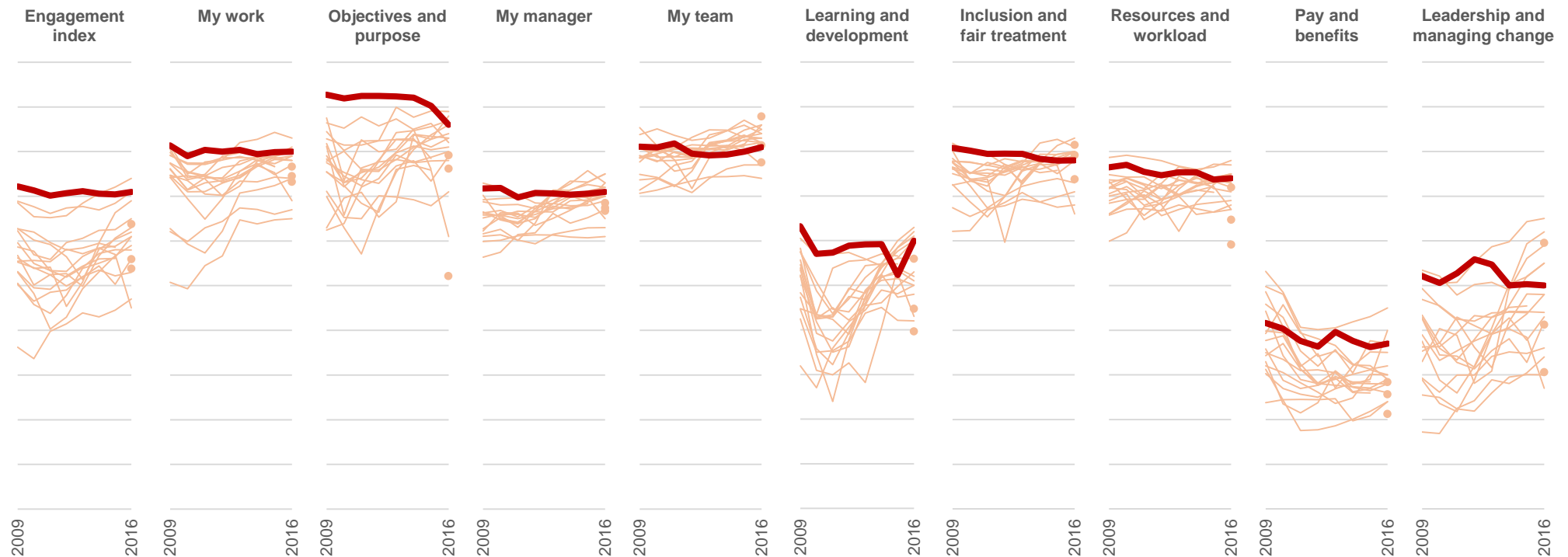


Department for International Development

	2009	2010	2011	2012	2013	2014	2015	2016
Employee engagement index	72%	71%	70%	71%	71%	71%	70%	71%
My work	81%	79%	80%	80%	80%	79%	80%	80%
Organisational objectives and purpose	93%	92%	92%	92%	92%	92%	90%	86%
My manager	72%	72%	70%	71%	71%	70%	71%	71%
My team	81%	81%	82%	80%	79%	79%	80%	81%
Learning and development	63%	57%	57%	59%	59%	59%	52%	60%
Inclusion and fair treatment	81%	80%	79%	79%	79%	78%	78%	78%
Resources and workload	76%	77%	75%	75%	75%	75%	74%	74%
Pay and benefits	42%	40%	38%	36%	40%	38%	36%	37%
Leadership and managing change	52%	51%	53%	56%	55%	50%	50%	50%
<i>Response rate</i>	<i>86%</i>	<i>89%</i>	<i>89%</i>	<i>89%</i>	<i>88%</i>	<i>81%</i>	<i>85%</i>	<i>88%</i>

Chart notes:

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Department for International Trade

DIT was formed in 2016, therefore there are no data for previous years.

	2016
Employee engagement index	56%
My work	73%
Organisational objectives and purpose	76%
My manager	67%
My team	78%
Learning and development	45%
Inclusion and fair treatment	74%
Resources and workload	65%
Pay and benefits	21%
Leadership and managing change	31%
<i>Response rate</i>	83%

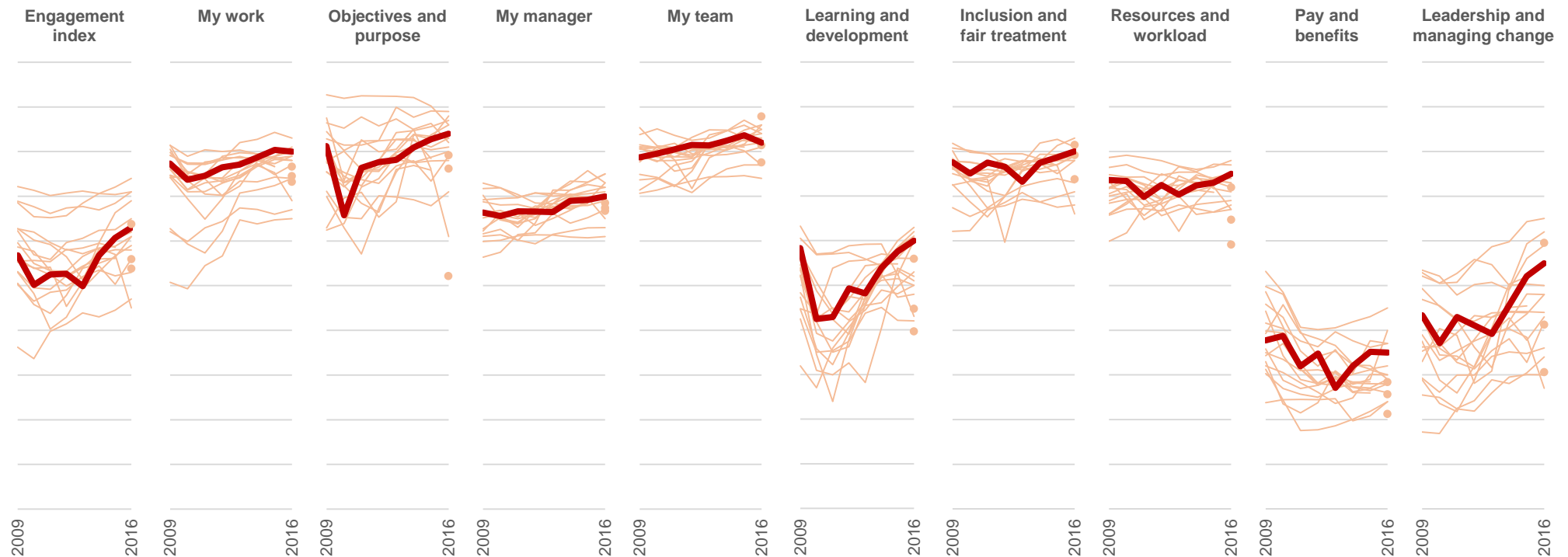


Department for Transport (excluding agencies)

	2009	2010	2011	2012	2013	2014	2015	2016
Employee engagement index	57%	50%	52%	53%	50%	57%	61%	63%
My work	77%	74%	75%	76%	77%	79%	80%	80%
Organisational objectives and purpose	81%	66%	76%	78%	78%	81%	83%	84%
My manager	66%	66%	67%	67%	66%	69%	69%	70%
My team	79%	80%	81%	82%	81%	82%	84%	82%
Learning and development	58%	42%	43%	49%	48%	54%	58%	60%
Inclusion and fair treatment	78%	75%	78%	77%	73%	77%	79%	80%
Resources and workload	74%	73%	70%	73%	70%	72%	73%	75%
Pay and benefits	38%	39%	32%	35%	27%	32%	35%	35%
Leadership and managing change	43%	37%	43%	41%	39%	46%	52%	55%
<i>Response rate</i>	89%	80%	88%	88%	78%	80%	83%	85%

Chart notes:

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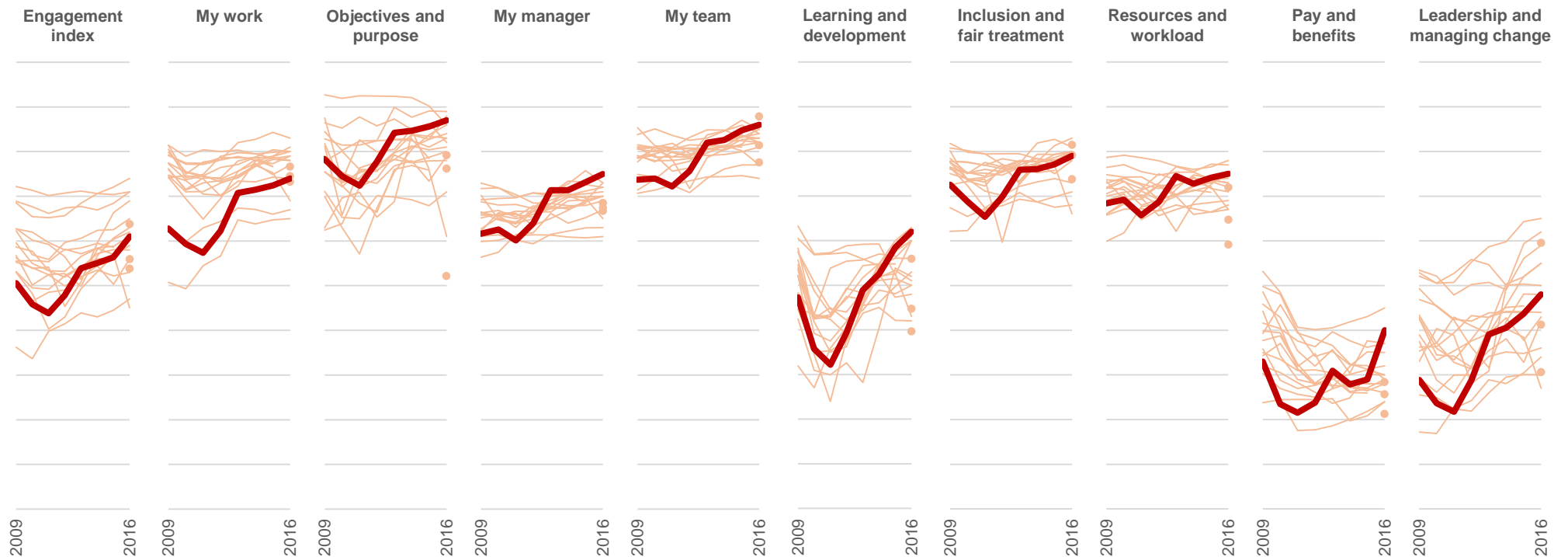


Department for Work and Pensions

	2009	2010	2011	2012	2013	2014	2015	2016
Employee engagement index	51%	46%	44%	48%	54%	55%	56%	61%
My work	63%	59%	57%	62%	71%	71%	72%	74%
Organisational objectives and purpose	78%	74%	72%	78%	84%	85%	86%	87%
My manager	62%	63%	60%	64%	71%	71%	73%	75%
My team	74%	74%	72%	76%	82%	83%	85%	86%
Learning and development	47%	36%	32%	39%	49%	53%	59%	62%
Inclusion and fair treatment	73%	69%	65%	70%	76%	76%	77%	79%
Resources and workload	68%	69%	66%	69%	75%	73%	74%	75%
Pay and benefits	33%	24%	22%	24%	31%	28%	29%	40%
Leadership and managing change	29%	24%	22%	29%	39%	41%	44%	48%
<i>Response rate</i>	<i>68%</i>	<i>67%</i>	<i>65%</i>	<i>66%</i>	<i>62%</i>	<i>60%</i>	<i>73%</i>	<i>68%</i>

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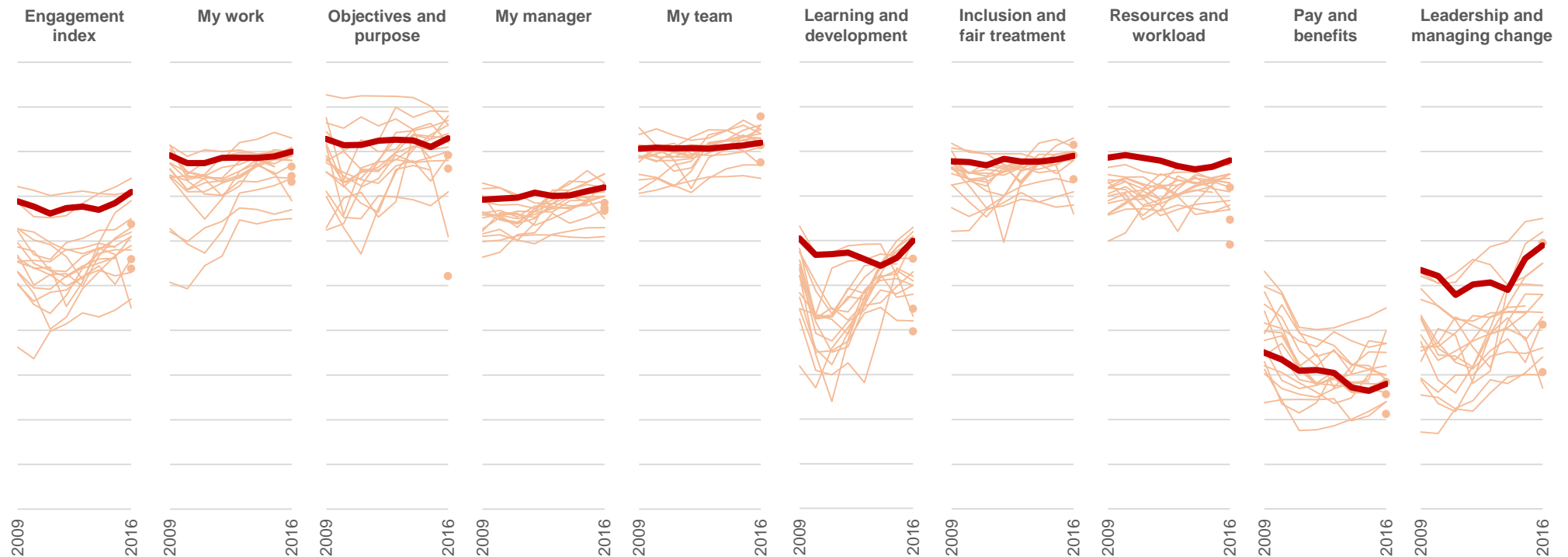


Foreign and Commonwealth Office

	2009	2010	2011	2012	2013	2014	2015	2016
Employee engagement index	69%	68%	66%	67%	68%	67%	68%	71%
My work	79%	77%	77%	79%	79%	79%	79%	80%
Organisational objectives and purpose	83%	81%	81%	82%	83%	82%	81%	83%
My manager	69%	69%	70%	71%	70%	70%	71%	72%
My team	81%	81%	81%	81%	81%	81%	81%	82%
Learning and development	61%	57%	57%	57%	56%	54%	56%	60%
Inclusion and fair treatment	78%	78%	77%	78%	78%	78%	78%	79%
Resources and workload	79%	79%	79%	78%	77%	76%	77%	78%
Pay and benefits	35%	33%	31%	31%	30%	27%	26%	28%
Leadership and managing change	53%	52%	48%	50%	51%	49%	56%	59%
<i>Response rate</i>	<i>85%</i>	<i>88%</i>	<i>89%</i>	<i>91%</i>	<i>90%</i>	<i>86%</i>	<i>79%</i>	<i>84%</i>

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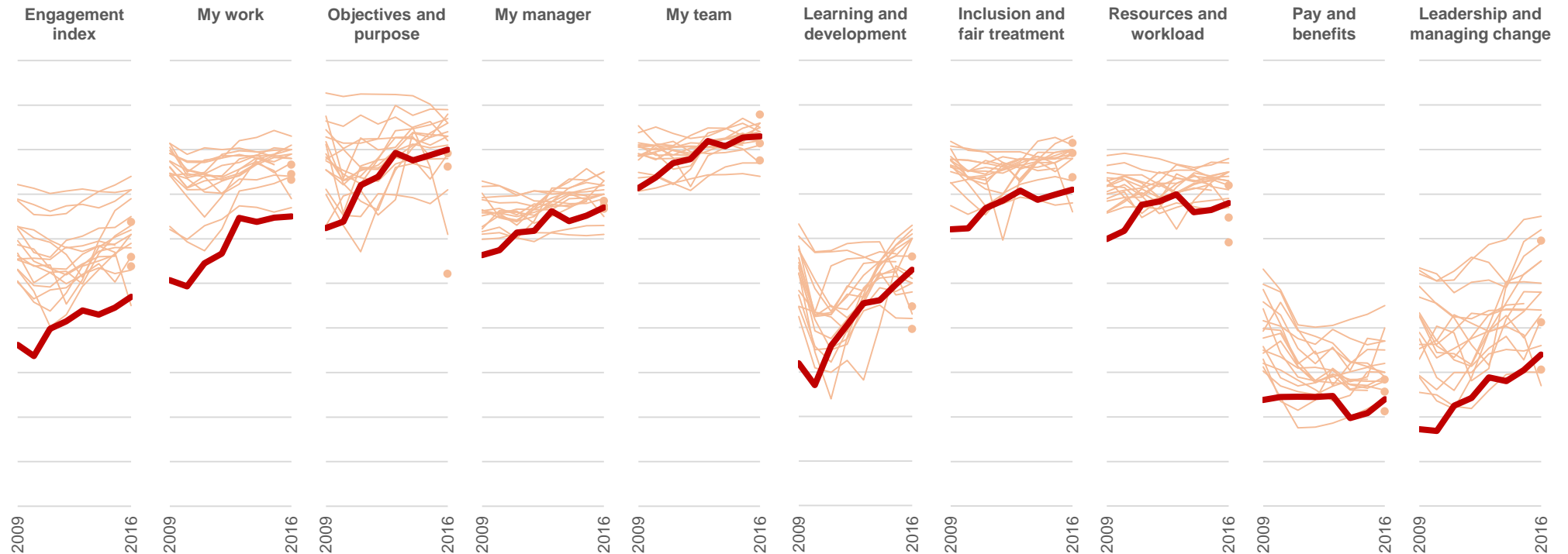


HM Revenue & Customs

	2009	2010	2011	2012	2013	2014	2015	2016
Employee engagement index	36%	34%	40%	41%	44%	43%	45%	47%
My work	51%	49%	54%	57%	65%	64%	65%	65%
Organisational objectives and purpose	62%	64%	72%	74%	79%	78%	79%	80%
My manager	56%	57%	61%	62%	66%	64%	65%	67%
My team	71%	74%	77%	78%	82%	81%	83%	83%
Learning and development	32%	27%	36%	41%	45%	46%	50%	53%
Inclusion and fair treatment	62%	62%	67%	69%	71%	69%	70%	71%
Resources and workload	60%	62%	68%	68%	70%	66%	66%	68%
Pay and benefits	24%	24%	25%	24%	25%	20%	21%	24%
Leadership and managing change	17%	17%	23%	24%	29%	28%	30%	34%
<i>Response rate</i>	64%	69%	52%	60%	43%	53%	65%	69%

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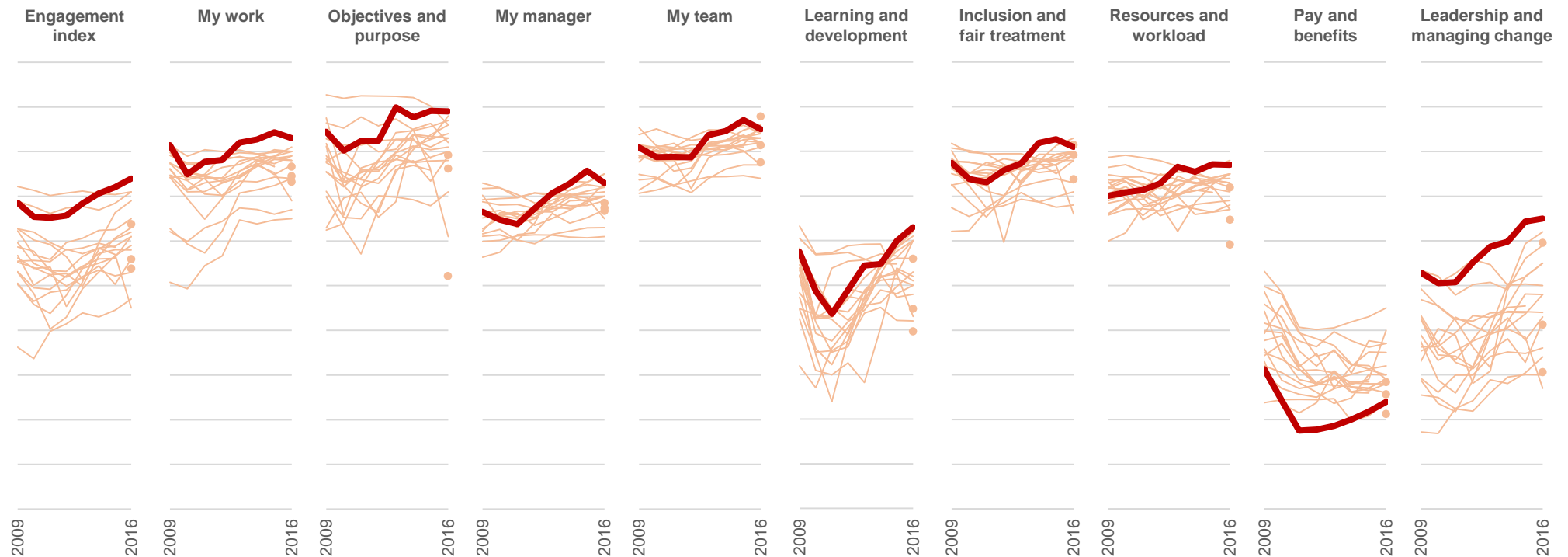


HM Treasury

	2009	2010	2011	2012	2013	2014	2015	2016
Employee engagement index	69%	65%	65%	66%	68%	71%	72%	74%
My work	81%	75%	78%	78%	82%	83%	84%	83%
Organisational objectives and purpose	84%	80%	82%	82%	90%	88%	89%	89%
My manager	67%	65%	64%	67%	71%	73%	76%	73%
My team	81%	79%	79%	79%	84%	85%	87%	85%
Learning and development	57%	49%	44%	49%	54%	55%	60%	63%
Inclusion and fair treatment	77%	74%	73%	76%	77%	82%	83%	81%
Resources and workload	70%	71%	71%	73%	77%	75%	77%	77%
Pay and benefits	31%	24%	18%	18%	19%	20%	22%	24%
Leadership and managing change	53%	51%	51%	55%	59%	60%	64%	65%
<i>Response rate</i>	<i>85%</i>	<i>81%</i>	<i>85%</i>	<i>89%</i>	<i>89%</i>	<i>89%</i>	<i>90%</i>	<i>93%</i>

Chart notes:

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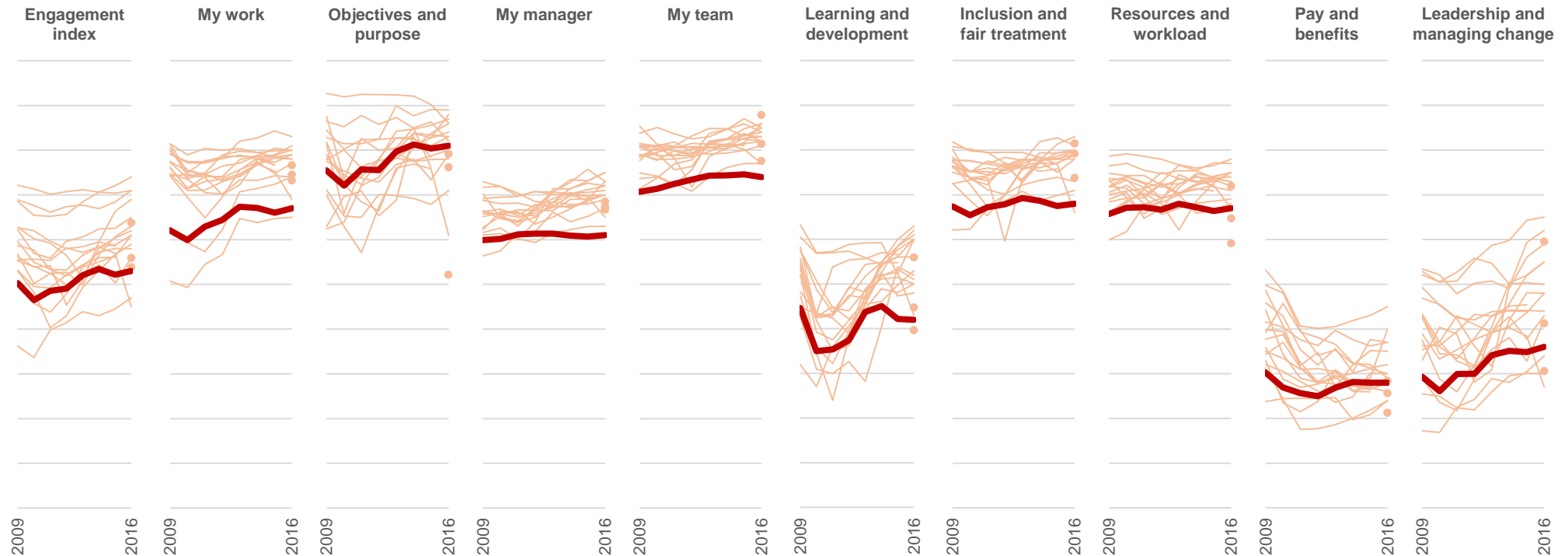
Home Office

The table on the right represents the combined results across the Home Office's operational directorates, which conduct separate surveys with different organisational reference points (i.e. Border Force or UK Visas and Immigration) rather than "Home Office". This is a legacy of the directorates' status as Executive Agencies in previous years, when they participated in the survey as separate organisations.

	2009	2010	2011	2012	2013	2014	2015	2016
Employee engagement index	50%	47%	49%	49%	52%	53%	52%	53%
My work	62%	60%	63%	64%	67%	67%	66%	67%
Organisational objectives and purpose	76%	72%	76%	76%	80%	81%	80%	81%
My manager	60%	60%	61%	61%	61%	61%	61%	61%
My team	71%	71%	72%	73%	74%	74%	75%	74%
Learning and development	45%	35%	35%	37%	44%	45%	42%	42%
Inclusion and fair treatment	67%	65%	67%	68%	69%	69%	68%	68%
Resources and workload	66%	67%	67%	67%	68%	67%	66%	67%
Pay and benefits	30%	27%	26%	25%	27%	28%	28%	28%
Leadership and managing change	29%	26%	30%	30%	34%	35%	35%	36%
Response rate	69%	53%	47%	47%	51%	51%	51%	53%

Chart notes:

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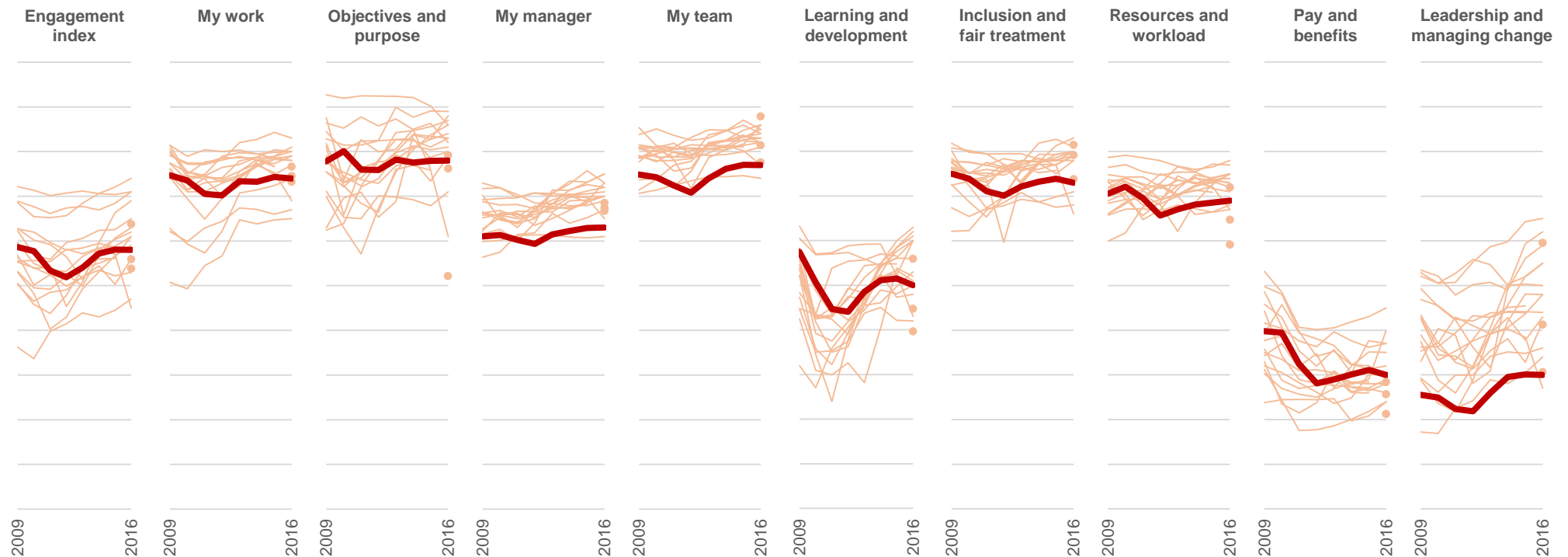


Ministry of Defence (excluding agencies)

	2009	2010	2011	2012	2013	2014	2015	2016
Employee engagement index	59%	58%	53%	52%	54%	57%	58%	58%
My work	75%	74%	71%	70%	73%	73%	74%	74%
Organisational objectives and purpose	78%	80%	76%	76%	78%	78%	78%	78%
My manager	61%	61%	60%	59%	61%	62%	63%	63%
My team	75%	74%	72%	71%	74%	76%	77%	77%
Learning and development	58%	51%	45%	44%	49%	51%	52%	50%
Inclusion and fair treatment	75%	74%	71%	70%	72%	73%	74%	73%
Resources and workload	71%	72%	70%	66%	67%	68%	69%	69%
Pay and benefits	40%	39%	32%	28%	29%	30%	31%	30%
Leadership and managing change	26%	25%	22%	22%	26%	30%	30%	30%
<i>Response rate</i>	49%	43%	44%	37%	50%	51%	55%	59%

Chart notes:

Each chart shows trend lines for the main departments. Bold lines denote the organisation featured on this slide. Departments without trend data (BEIS, DIT and DExEU) are depicted by spheres in 2016.



Ministry of Justice (excluding agencies)

	2009	2010	2011	2012	2013	2014	2015	2016
Employee engagement index	55%	56%	55%	58%	57%	58%	59%	61%
My work	75%	71%	71%	73%	74%	77%	79%	78%
Organisational objectives and purpose	75%	73%	75%	77%	80%	84%	83%	83%
My manager	66%	67%	65%	68%	67%	70%	70%	70%
My team	79%	80%	79%	80%	80%	81%	83%	83%
Learning and development	48%	43%	43%	47%	47%	52%	53%	51%
Inclusion and fair treatment	76%	75%	75%	77%	76%	79%	79%	80%
Resources and workload	72%	73%	72%	75%	74%	73%	74%	73%
Pay and benefits	39%	46%	39%	38%	37%	32%	31%	32%
Leadership and managing change	36%	36%	39%	43%	43%	44%	44%	44%
<i>Response rate</i>	83%	84%	81%	86%	83%	82%	74%	79%

Chart notes:

Each chart shows trend lines for the main departments. Bold lines denote the organisation featured on this slide. Departments without trend data (BEIS, DIT and DExEU) are depicted by spheres in 2016.

