



Cabinet Office

# Civil Service People Survey

## Summary of main department scores: 2009-2018

November 2018



Civil Service

*10 years of the  
People Survey*

*A Brilliant  
Civil Service*

# Civil Service People Survey 2009-2018: summary of organisational performance

- 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

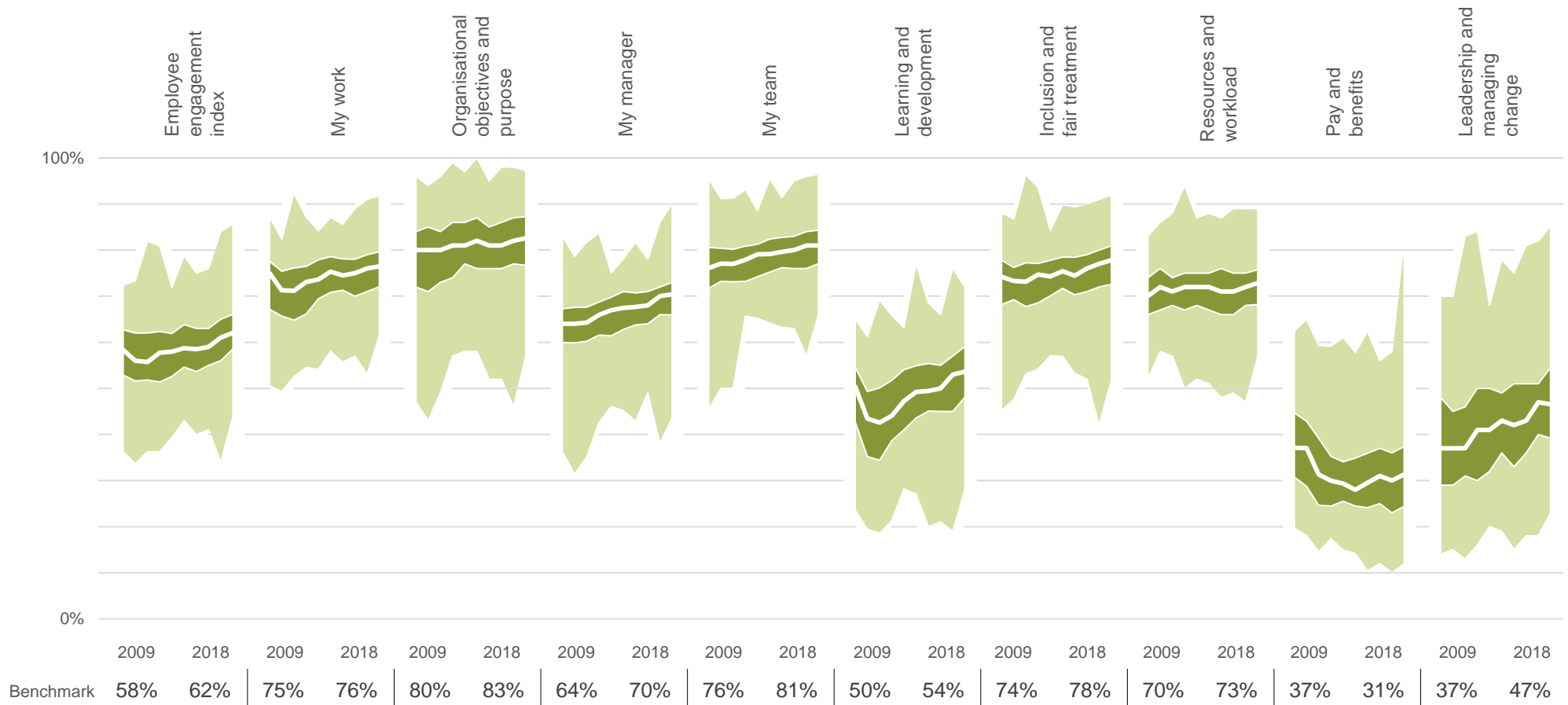
This report shows the engagement index and theme scores from the 2018 Civil Service People Survey.

**Page 2 (current page)** shows data for all Civil Service organisations that participated in the survey. The white line in the centre is the Civil Service benchmark (median organisation score).

**Pages 3-20** show the engagement and theme scores for the 18 Whitehall departments.

On each page, the scores for the department in question are represented by a bold red line, whilst the others appear as thin pink lines, to show its position among this group.

The Full Technical Guide, published as a separate document, contains further information on all participating organisations, the core questionnaire, and how the engagement index and theme scores are calculated.

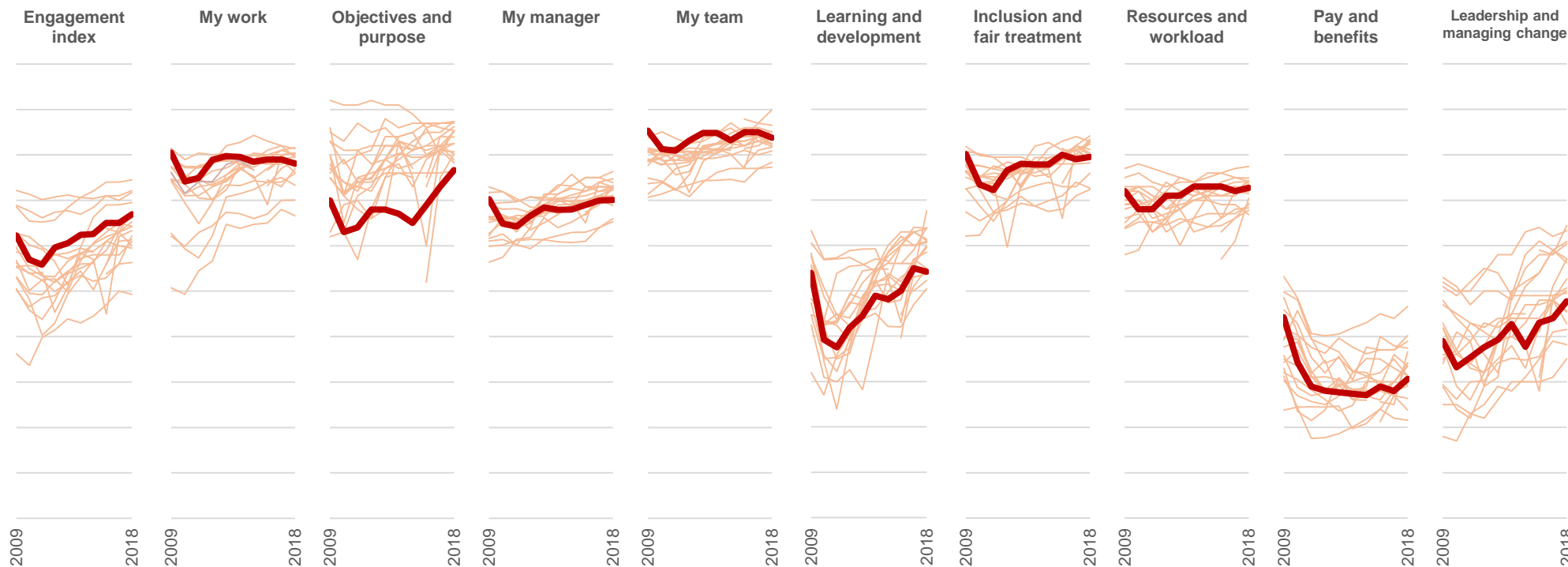


# Cabinet Office

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Employee engagement index	62%	57%	56%	60%	61%	62%	63%	65%	65%	67%
My work	81%	74%	75%	79%	80%	80%	78%	79%	79%	78%
Organisational objectives and purpose	70%	63%	64%	68%	68%	67%	65%	69%	73%	77%
My manager	70%	65%	64%	67%	68%	68%	68%	69%	70%	70%
My team	85%	81%	81%	83%	85%	85%	83%	85%	85%	84%
Learning and development	54%	39%	38%	42%	44%	49%	48%	50%	55%	54%
Inclusion and fair treatment	80%	73%	72%	77%	78%	78%	78%	80%	79%	80%
Resources and workload	72%	68%	68%	71%	71%	73%	73%	73%	72%	73%
Pay and benefits	44%	34%	29%	28%	28%	27%	27%	29%	28%	31%
Leadership and managing change	39%	33%	35%	38%	39%	43%	38%	43%	44%	48%
<i>Response rate</i>	86%	83%	93%	91%	95%	89%	86%	87%	89%	90%

**Chart notes:**

Each chart shows trend lines for the main departments. Bold lines denote the organisation featured on this slide.



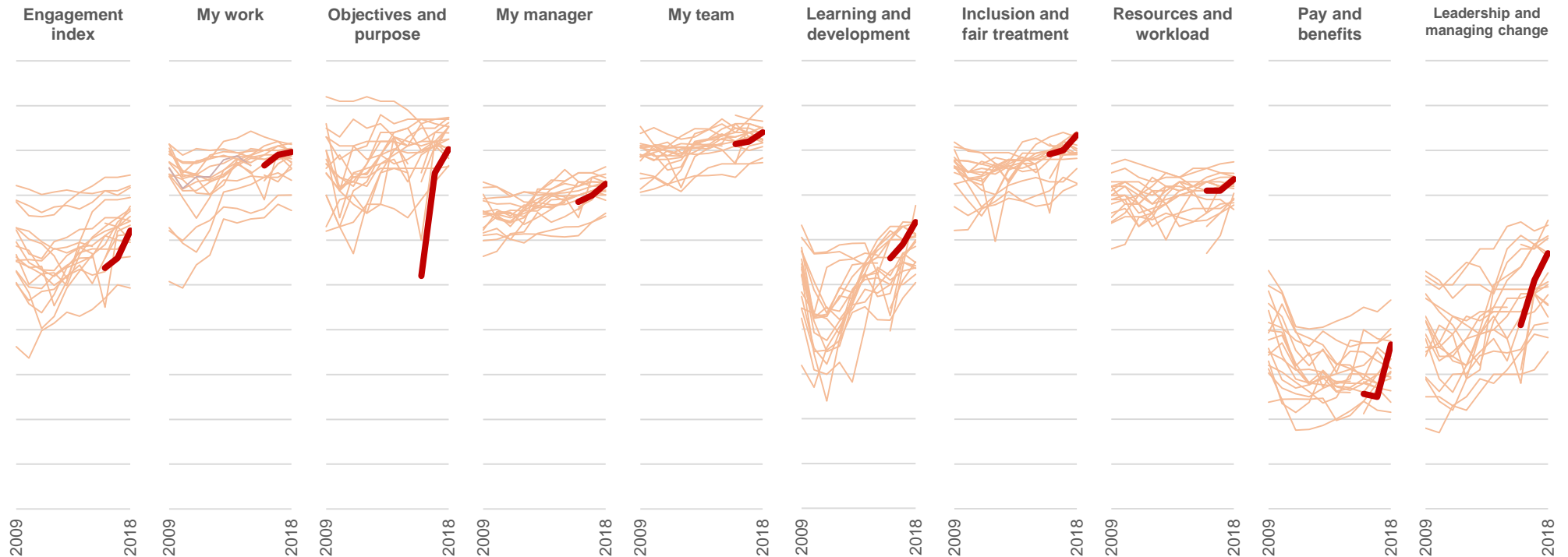
# Department for Business, Energy & Industrial Strategy

BEIS was formed in 2016, therefore there are no data for years prior to this.

	2016	2017	2018
Employee engagement index	54%	56%	62%
My work	77%	79%	80%
Organisational objectives and purpose	52%	75%	80%
My manager	69%	70%	73%
My team	81%	82%	84%
Learning and development	56%	59%	64%
Inclusion and fair treatment	79%	80%	83%
Resources and workload	71%	71%	74%
Pay and benefits	26%	25%	37%
Leadership and managing change	41%	51%	57%
<i>Response rate</i>	86%	90%	95%

### Chart notes:

Each chart shows trend lines for the main departments. Bold lines denote the organisation featured on this slide.

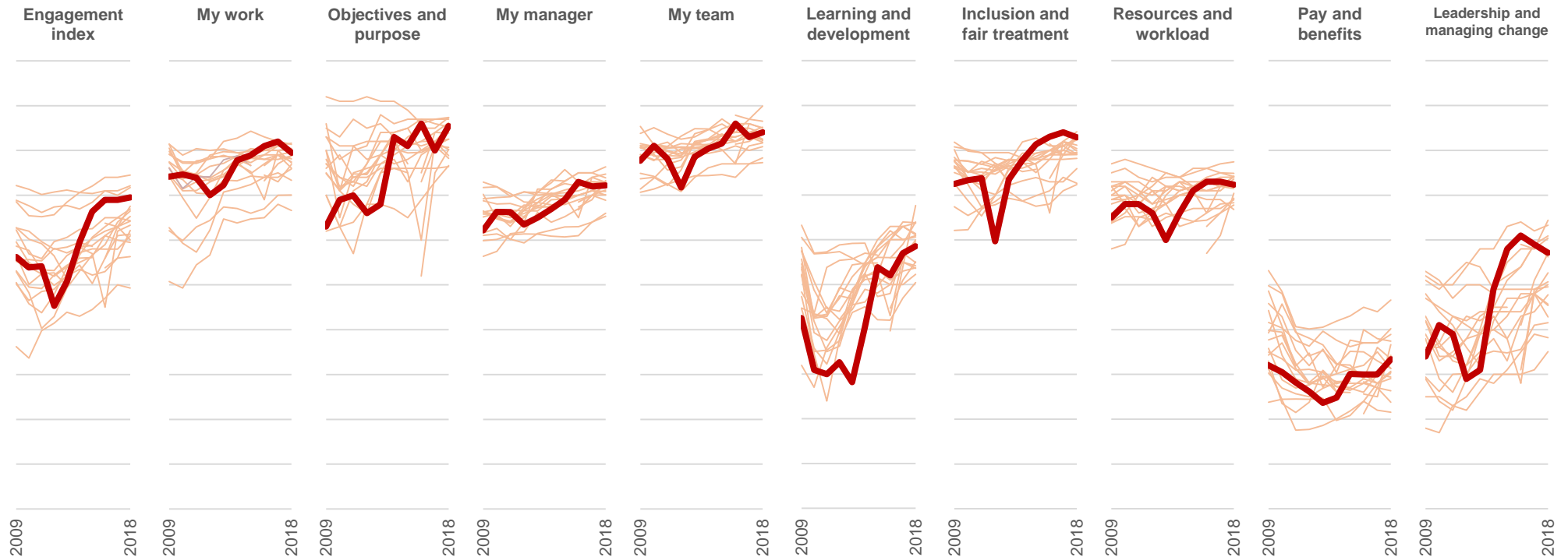


# Department for Digital, Culture, Media and Sport

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Employee engagement index	56%	54%	54%	45%	51%	60%	66%	69%	69%	70%
My work	74%	75%	74%	70%	72%	78%	79%	81%	82%	79%
Organisational objectives and purpose	63%	69%	70%	66%	68%	83%	81%	86%	80%	85%
My manager	62%	66%	66%	63%	65%	67%	69%	73%	72%	72%
My team	78%	81%	78%	72%	79%	80%	82%	86%	83%	84%
Learning and development	42%	31%	30%	33%	28%	40%	54%	52%	57%	59%
Inclusion and fair treatment	73%	73%	74%	60%	74%	78%	81%	83%	84%	83%
Resources and workload	65%	68%	68%	66%	60%	66%	71%	73%	73%	72%
Pay and benefits	32%	30%	28%	26%	24%	25%	30%	30%	30%	33%
Leadership and managing change	34%	41%	39%	29%	31%	49%	58%	61%	59%	57%
Response rate	91%	69%	67%	41%	66%	91%	96%	98%	98%	91%

### Chart notes:

Each chart shows trend lines for the main departments. Bold lines denote the organisation featured on this slide.

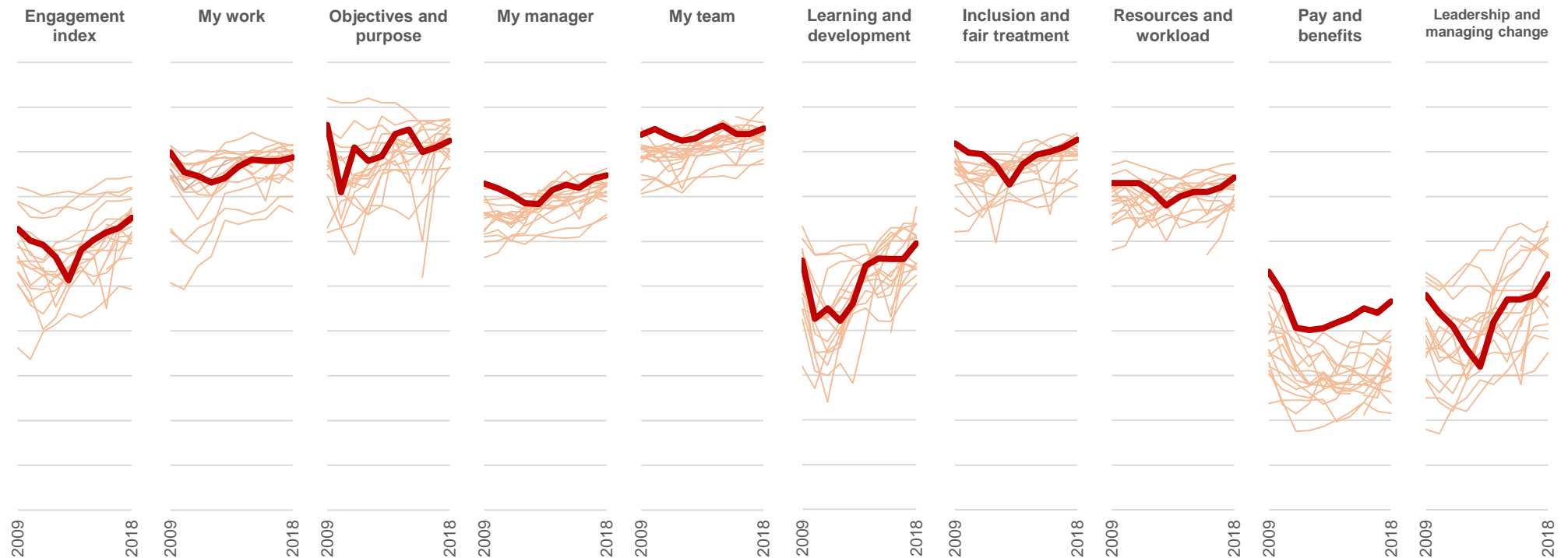


# Department for Education

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Employee engagement index	63%	60%	59%	56%	51%	58%	60%	62%	63%	65%
My work	80%	76%	75%	73%	74%	77%	78%	78%	78%	79%
Organisational objectives and purpose	86%	71%	81%	78%	79%	84%	85%	80%	81%	83%
My manager	73%	72%	70%	69%	68%	71%	73%	72%	74%	75%
My team	84%	85%	84%	83%	83%	85%	86%	84%	84%	85%
Learning and development	56%	43%	45%	42%	46%	54%	56%	56%	56%	60%
Inclusion and fair treatment	82%	80%	79%	77%	73%	77%	79%	80%	81%	83%
Resources and workload	73%	73%	73%	71%	68%	70%	71%	71%	72%	74%
Pay and benefits	53%	48%	41%	40%	41%	42%	43%	45%	44%	47%
Leadership and managing change	48%	44%	41%	36%	32%	42%	47%	47%	48%	53%
Response rate	82%	85%	89%	92%	91%	95%	88%	93%	88%	91%

**Chart notes:**

Each chart shows trend lines for the main departments. Bold lines denote the organisation featured on this slide.

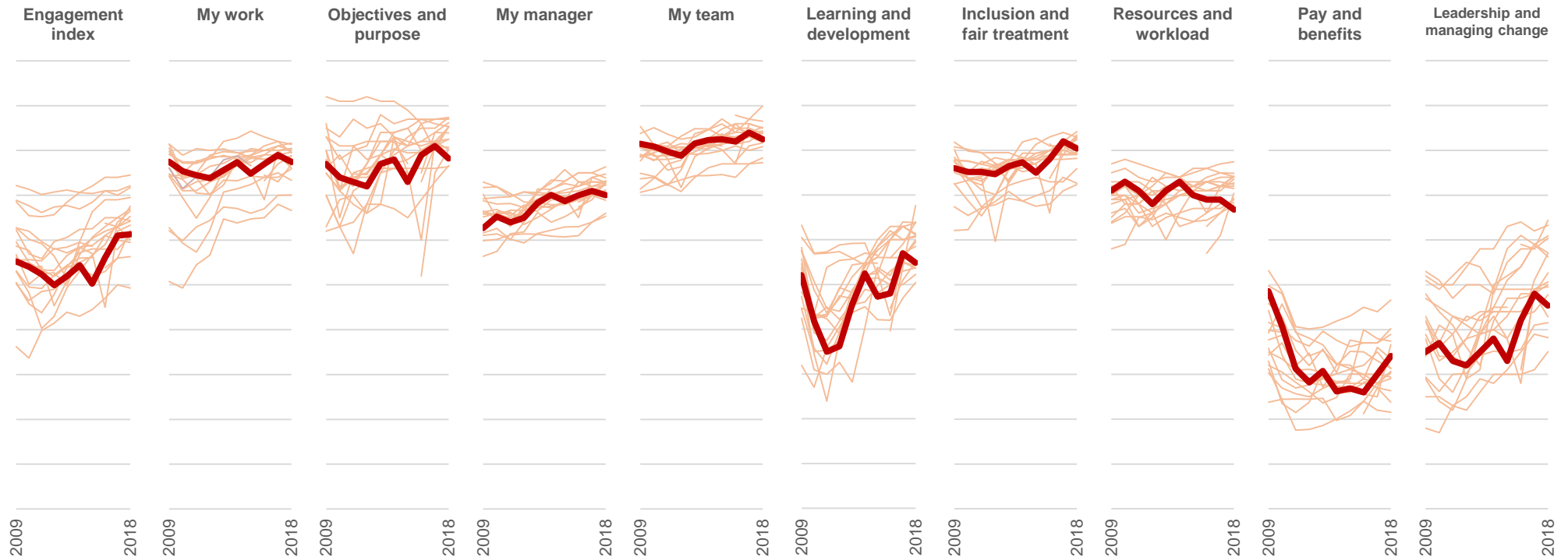


# Department for Environment, Food and Rural Affairs

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Employee engagement index	55%	54%	52%	50%	52%	54%	50%	56%	61%	61%
My work	77%	75%	74%	74%	76%	77%	75%	77%	79%	77%
Organisational objectives and purpose	77%	74%	73%	72%	77%	78%	73%	79%	81%	78%
My manager	63%	65%	64%	65%	68%	70%	69%	70%	71%	70%
My team	81%	81%	80%	79%	82%	82%	82%	82%	84%	83%
Learning and development	52%	42%	35%	36%	45%	52%	47%	48%	57%	55%
Inclusion and fair treatment	76%	75%	75%	75%	76%	77%	75%	78%	82%	80%
Resources and workload	71%	73%	71%	68%	71%	73%	70%	69%	69%	67%
Pay and benefits	49%	41%	31%	28%	31%	26%	27%	26%	30%	34%
Leadership and managing change	35%	37%	33%	32%	35%	38%	33%	42%	48%	45%
Response rate	74%	79%	78%	68%	87%	87%	84%	89%	85%	72%

**Chart notes:**

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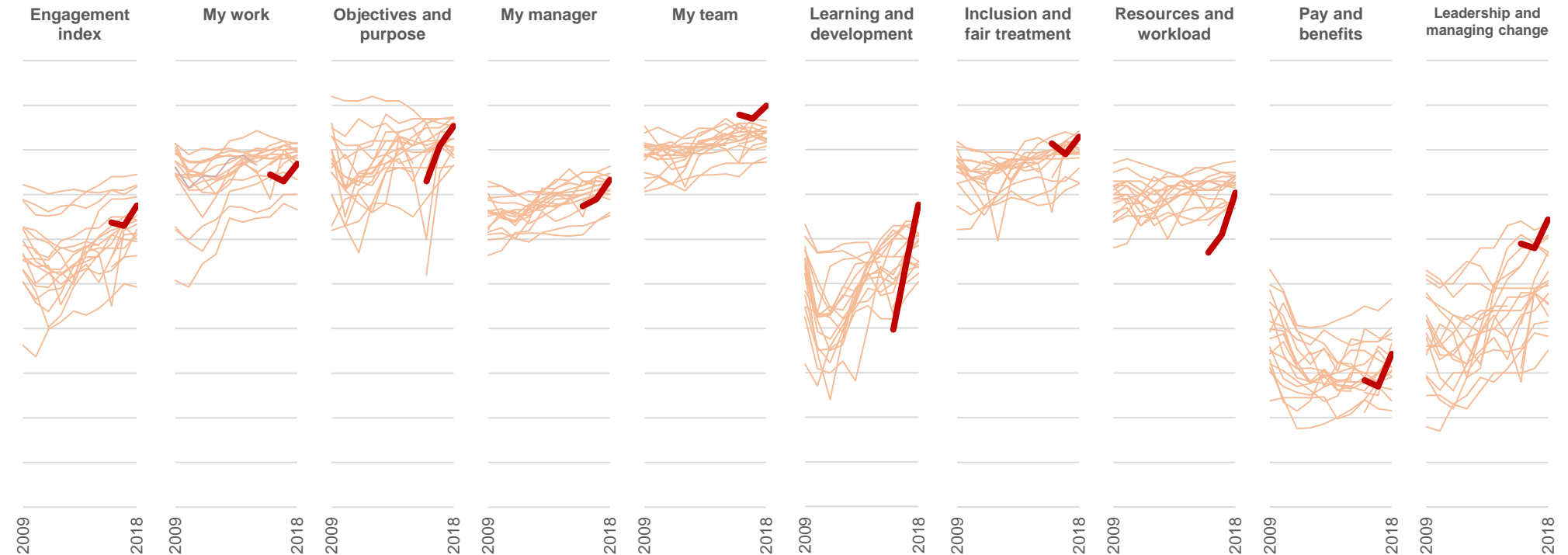


# Department for Exiting the European Union

DExEU was formed in 2016, therefore there are no data for years prior to this.

**Chart notes:**

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	2016	2017	2018
Employee engagement index	64%	63%	68%
My work	74%	73%	77%
Organisational objectives and purpose	73%	81%	85%
My manager	67%	69%	73%
My team	88%	87%	90%
Learning and development	40%	54%	68%
Inclusion and fair treatment	81%	79%	83%
Resources and workload	57%	61%	70%
Pay and benefits	28%	27%	34%
Leadership and managing change	59%	58%	64%
<i>Response rate</i>	85%	94%	92%

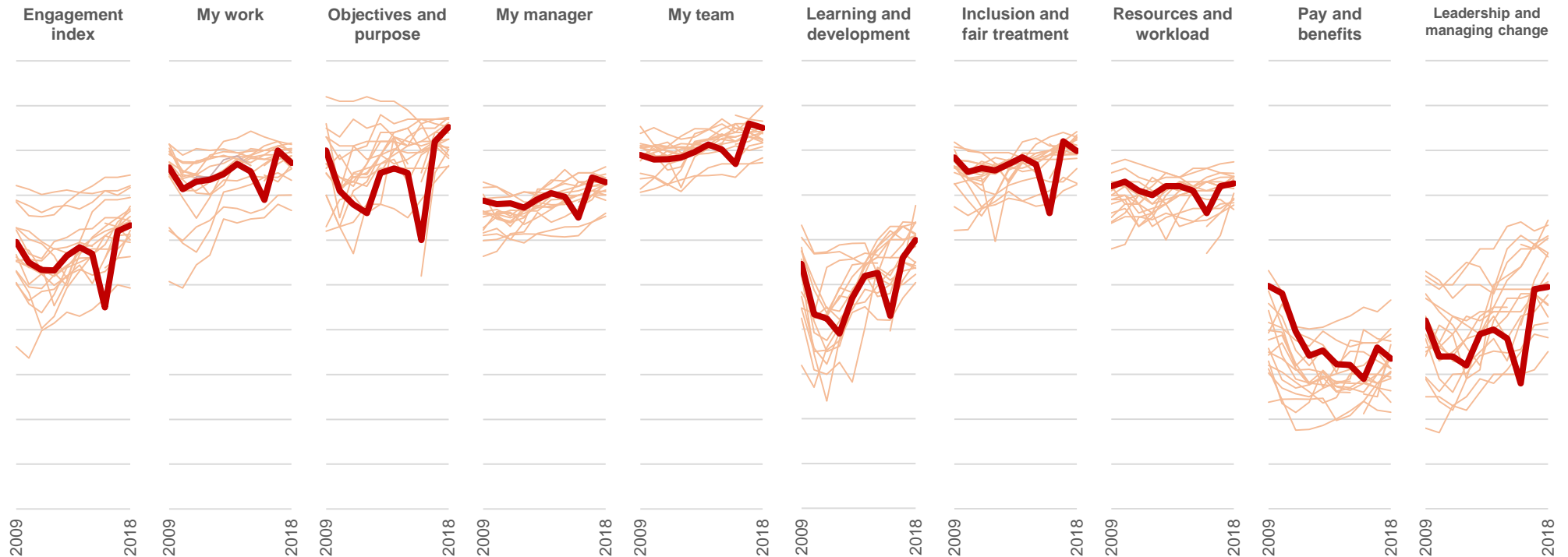


# Department of Health and Social Care

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Employee engagement index	60%	55%	53%	53%	57%	58%	57%	45%	62%	63%
My work	76%	71%	73%	74%	75%	77%	75%	69%	80%	77%
Organisational objectives and purpose	80%	71%	68%	66%	75%	76%	75%	60%	82%	85%
My manager	69%	68%	68%	67%	69%	71%	70%	65%	74%	73%
My team	79%	78%	78%	78%	80%	81%	80%	77%	86%	85%
Learning and development	55%	43%	42%	39%	47%	52%	53%	43%	56%	60%
Inclusion and fair treatment	78%	75%	76%	76%	77%	78%	77%	66%	82%	80%
Resources and workload	72%	73%	71%	70%	72%	72%	71%	66%	72%	73%
Pay and benefits	50%	48%	40%	34%	35%	32%	32%	29%	36%	33%
Leadership and managing change	42%	34%	34%	32%	39%	40%	38%	28%	49%	50%
<i>Response rate</i>	<i>79%</i>	<i>67%</i>	<i>73%</i>	<i>75%</i>	<i>70%</i>	<i>69%</i>	<i>80%</i>	<i>67%</i>	<i>78%</i>	<i>77%</i>

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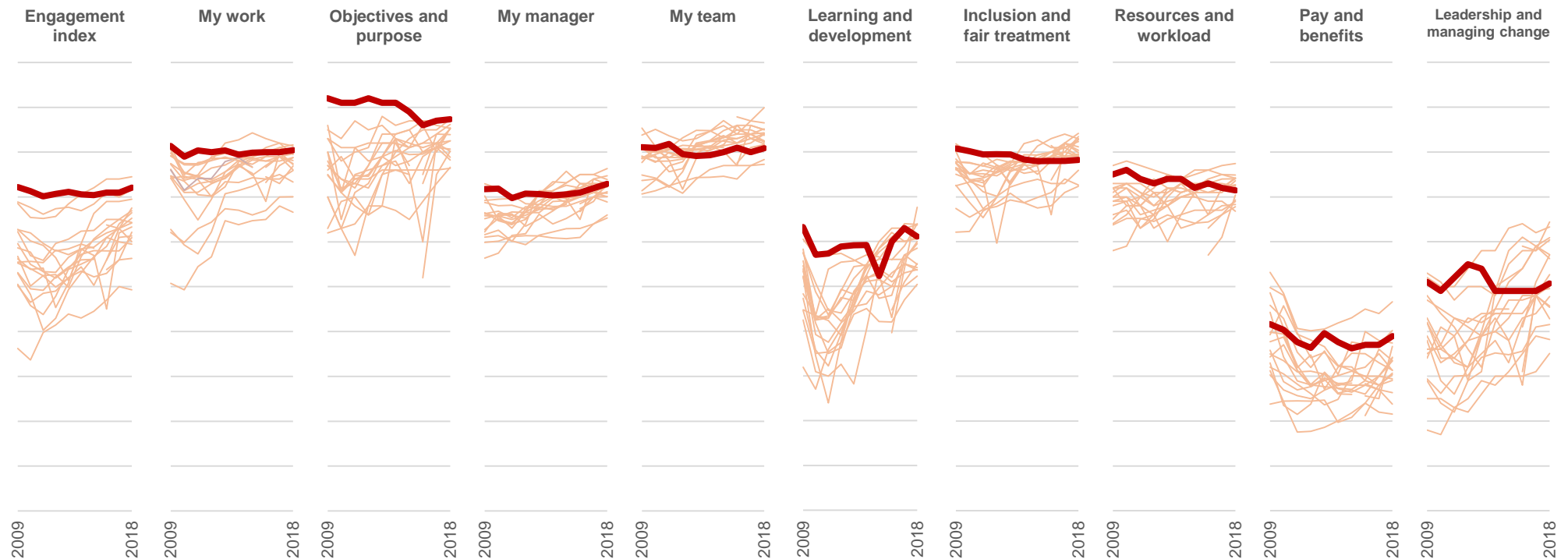


# Department for International Development

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Employee engagement index	72%	71%	70%	71%	71%	71%	70%	71%	71%	72%
My work	81%	79%	80%	80%	80%	79%	80%	80%	80%	80%
Organisational objectives and purpose	92%	91%	91%	92%	91%	91%	89%	86%	87%	87%
My manager	72%	72%	70%	71%	71%	70%	71%	71%	72%	73%
My team	81%	81%	82%	80%	79%	79%	80%	81%	80%	81%
Learning and development	63%	57%	57%	59%	59%	59%	52%	60%	63%	61%
Inclusion and fair treatment	81%	80%	79%	79%	79%	78%	78%	78%	78%	78%
Resources and workload	75%	76%	74%	73%	74%	74%	72%	73%	72%	71%
Pay and benefits	42%	40%	38%	36%	40%	38%	36%	37%	37%	39%
Leadership and managing change	51%	49%	52%	55%	54%	49%	49%	49%	49%	51%
<i>Response rate</i>	86%	89%	89%	89%	88%	81%	85%	88%	85%	85%

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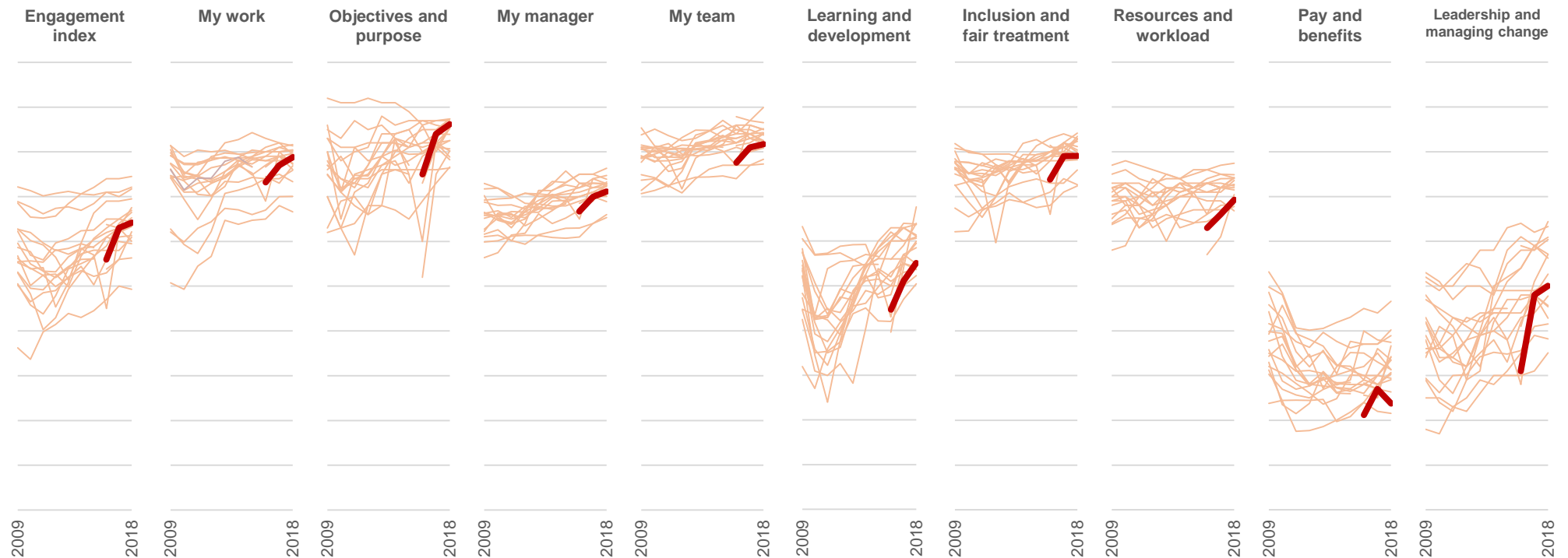
# Department for International Trade

DIT was formed in 2016, therefore there are no data for years prior to this.

	2016	2017	2018
Employee engagement index	56%	63%	64%
My work	73%	77%	79%
Organisational objectives and purpose	75%	84%	86%
My manager	67%	70%	71%
My team	78%	81%	82%
Learning and development	45%	51%	55%
Inclusion and fair treatment	74%	79%	79%
Resources and workload	63%	66%	69%
Pay and benefits	21%	27%	24%
Leadership and managing change	31%	48%	50%
<i>Response rate</i>	83%	87%	89%

### Chart notes:

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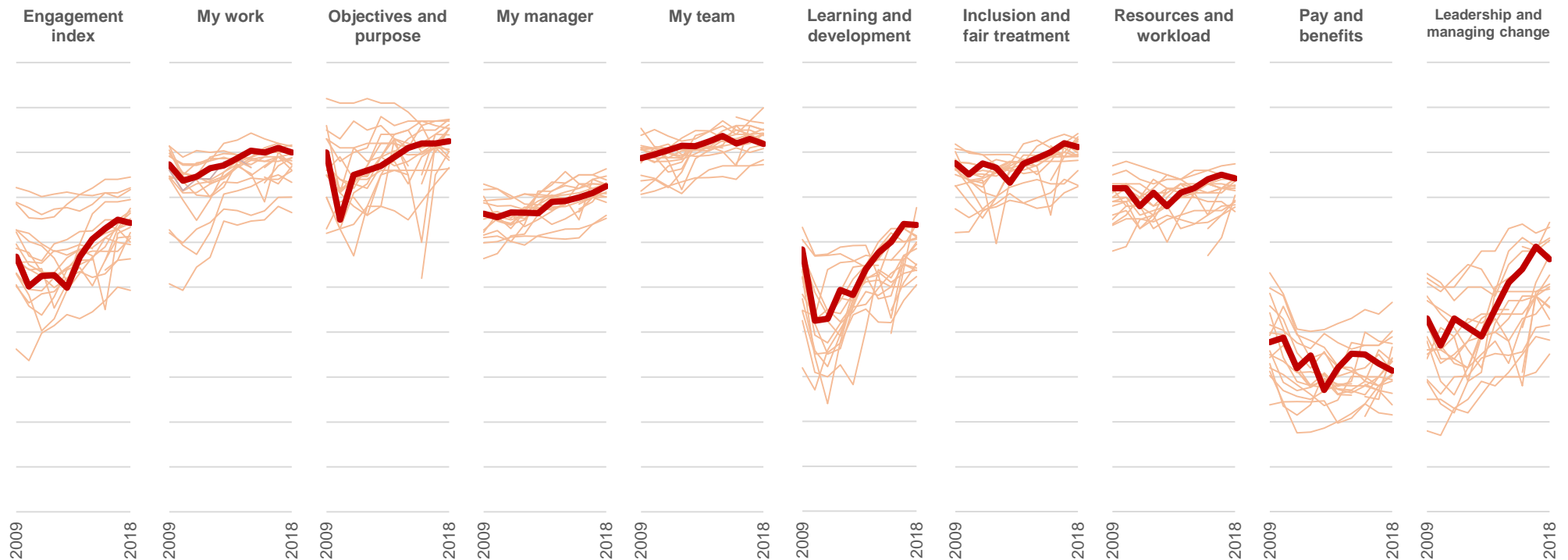


# Department for Transport

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Employee engagement index	57%	50%	52%	53%	50%	57%	61%	63%	65%	64%
My work	77%	74%	75%	76%	77%	79%	80%	80%	81%	80%
Organisational objectives and purpose	80%	65%	75%	76%	77%	79%	81%	82%	82%	83%
My manager	66%	66%	67%	67%	66%	69%	69%	70%	71%	72%
My team	79%	80%	81%	82%	81%	82%	84%	82%	83%	82%
Learning and development	58%	42%	43%	49%	48%	54%	58%	60%	64%	64%
Inclusion and fair treatment	78%	75%	78%	77%	73%	77%	79%	80%	82%	81%
Resources and workload	72%	72%	68%	71%	68%	71%	72%	74%	75%	74%
Pay and benefits	38%	39%	32%	35%	27%	32%	35%	35%	33%	31%
Leadership and managing change	43%	37%	43%	41%	39%	45%	51%	54%	59%	56%
<i>Response rate</i>	<i>89%</i>	<i>80%</i>	<i>88%</i>	<i>88%</i>	<i>78%</i>	<i>80%</i>	<i>83%</i>	<i>85%</i>	<i>89%</i>	<i>94%</i>

**Chart notes:**

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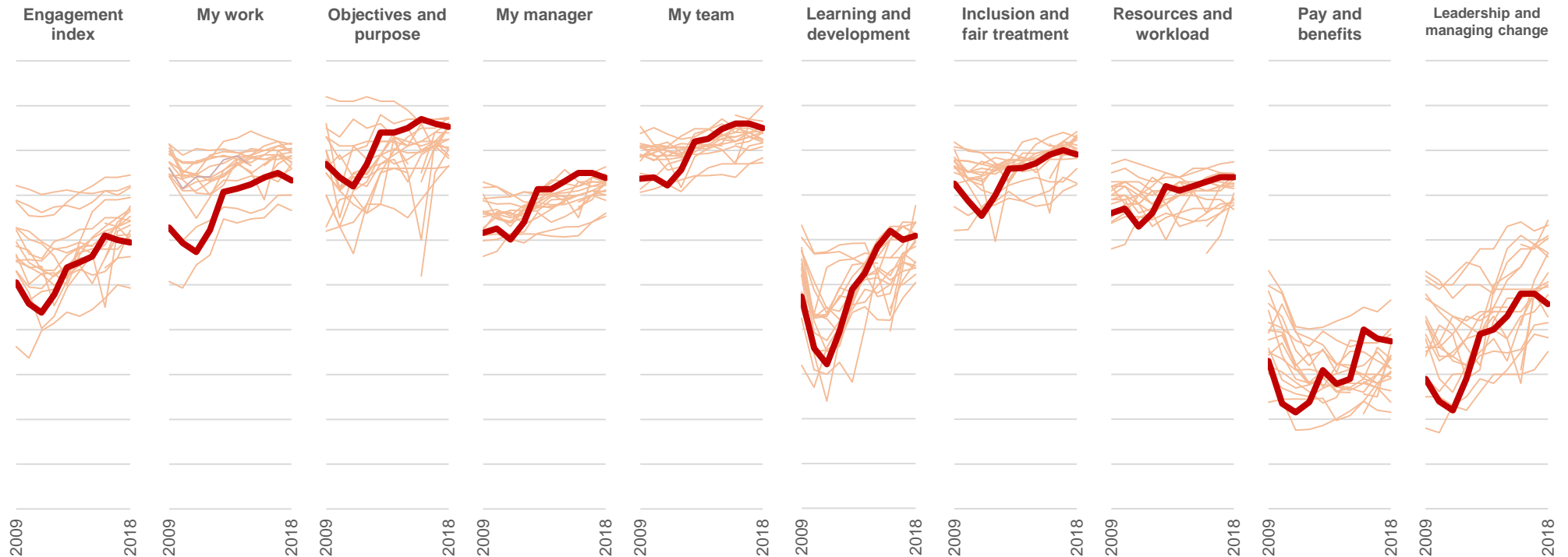


# Department for Work and Pensions

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Employee engagement index	51%	46%	44%	48%	54%	55%	56%	61%	60%	59%
My work	63%	59%	57%	62%	71%	71%	72%	74%	75%	73%
Organisational objectives and purpose	77%	74%	72%	77%	84%	84%	85%	87%	86%	85%
My manager	62%	63%	60%	64%	71%	71%	73%	75%	75%	74%
My team	74%	74%	72%	76%	82%	83%	85%	86%	86%	85%
Learning and development	47%	36%	32%	39%	49%	53%	59%	62%	60%	61%
Inclusion and fair treatment	73%	69%	65%	70%	76%	76%	77%	79%	80%	79%
Resources and workload	66%	67%	63%	66%	72%	71%	72%	73%	74%	74%
Pay and benefits	33%	24%	22%	24%	31%	28%	29%	40%	38%	37%
Leadership and managing change	29%	24%	22%	29%	39%	40%	43%	48%	48%	46%
Response rate	68%	67%	65%	66%	62%	60%	73%	68%	69%	68%

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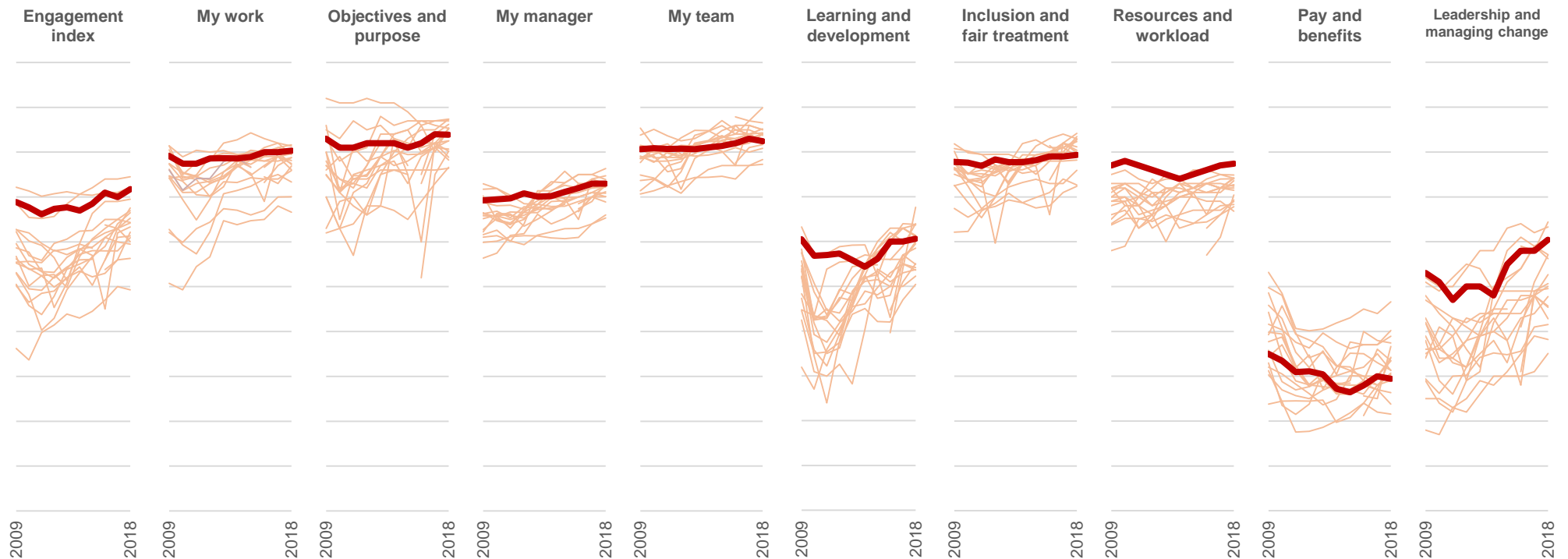


# Foreign and Commonwealth Office

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Employee engagement index	69%	68%	66%	67%	68%	67%	68%	71%	70%	72%
My work	79%	77%	77%	79%	79%	79%	79%	80%	80%	80%
Organisational objectives and purpose	83%	81%	81%	82%	82%	82%	81%	82%	84%	84%
My manager	69%	69%	70%	71%	70%	70%	71%	72%	73%	73%
My team	81%	81%	81%	81%	81%	81%	81%	82%	83%	82%
Learning and development	61%	57%	57%	57%	56%	54%	56%	60%	60%	61%
Inclusion and fair treatment	78%	78%	77%	78%	78%	78%	78%	79%	79%	79%
Resources and workload	77%	78%	77%	76%	75%	74%	75%	76%	77%	77%
Pay and benefits	35%	33%	31%	31%	30%	27%	26%	28%	30%	29%
Leadership and managing change	53%	51%	47%	50%	50%	48%	55%	58%	58%	60%
<i>Response rate</i>	85%	88%	89%	91%	90%	86%	79%	84%	86%	87%

**Chart notes:**

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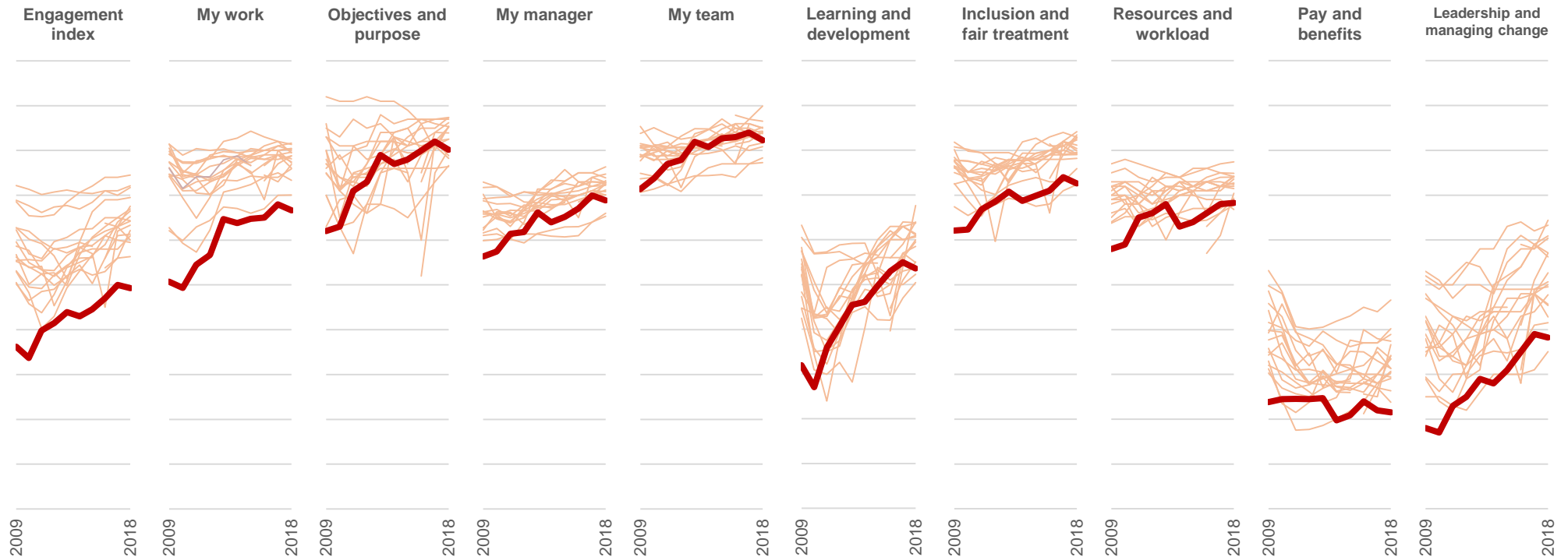


# HM Revenue & Customs

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Employee engagement index	36%	34%	40%	41%	44%	43%	45%	47%	50%	49%
My work	51%	49%	54%	57%	65%	64%	65%	65%	68%	67%
Organisational objectives and purpose	62%	63%	71%	73%	79%	77%	78%	80%	82%	80%
My manager	56%	57%	61%	62%	66%	64%	65%	67%	70%	69%
My team	71%	74%	77%	78%	82%	81%	83%	83%	84%	82%
Learning and development	32%	27%	36%	41%	45%	46%	50%	53%	55%	54%
Inclusion and fair treatment	62%	62%	67%	69%	71%	69%	70%	71%	74%	73%
Resources and workload	58%	59%	65%	66%	68%	63%	64%	66%	68%	68%
Pay and benefits	24%	24%	25%	24%	25%	20%	21%	24%	22%	22%
Leadership and managing change	18%	17%	23%	25%	29%	28%	31%	35%	39%	38%
<i>Response rate</i>	64%	69%	52%	60%	43%	53%	65%	69%	67%	64%

**Chart notes:**

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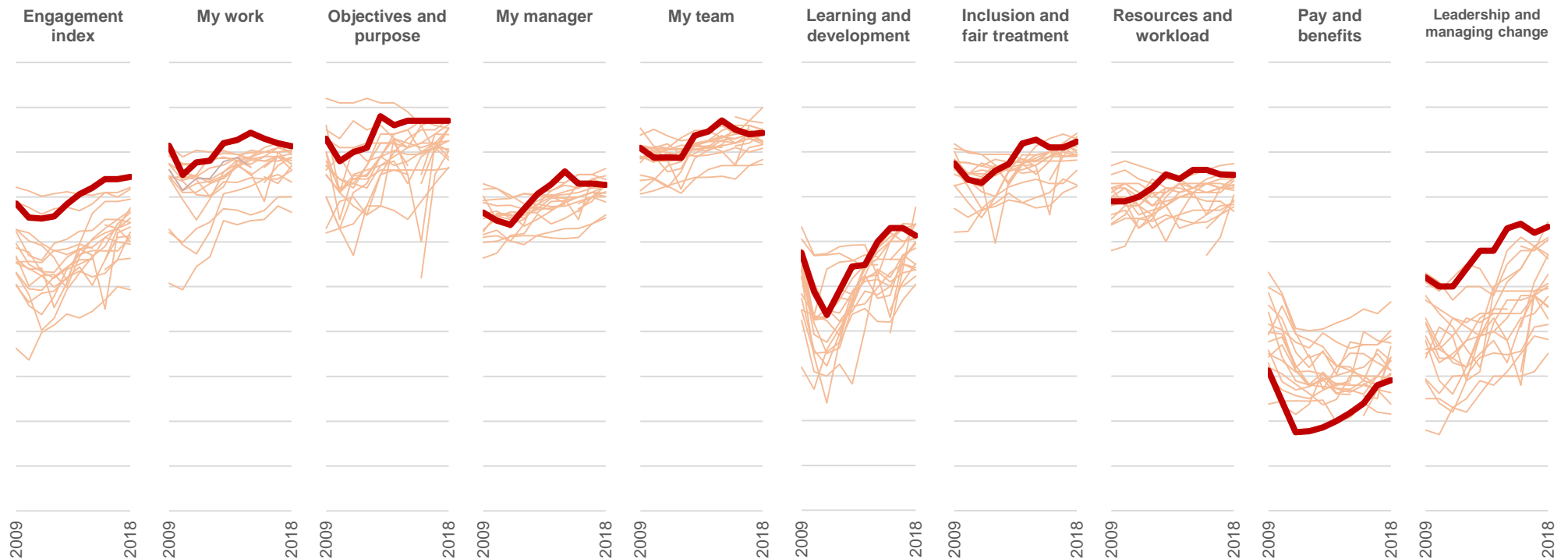


# HM Treasury

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Employee engagement index	69%	65%	65%	66%	68%	71%	72%	74%	74%	75%
My work	81%	75%	78%	78%	82%	83%	84%	83%	82%	81%
Organisational objectives and purpose	83%	78%	80%	81%	88%	86%	87%	87%	87%	87%
My manager	67%	65%	64%	67%	71%	73%	76%	73%	73%	73%
My team	81%	79%	79%	79%	84%	85%	87%	85%	84%	84%
Learning and development	57%	49%	44%	49%	54%	55%	60%	63%	63%	61%
Inclusion and fair treatment	77%	74%	73%	76%	77%	82%	83%	81%	81%	82%
Resources and workload	69%	69%	70%	72%	75%	74%	76%	76%	75%	75%
Pay and benefits	31%	24%	18%	18%	19%	20%	22%	24%	28%	29%
Leadership and managing change	52%	50%	50%	54%	58%	58%	63%	64%	62%	63%
<i>Response rate</i>	85%	81%	85%	89%	89%	89%	90%	93%	94%	98%

**Chart notes:**

Each chart shows trend lines for the main departments. Bold lines denote the organisation featured on this slide.





# Home Office

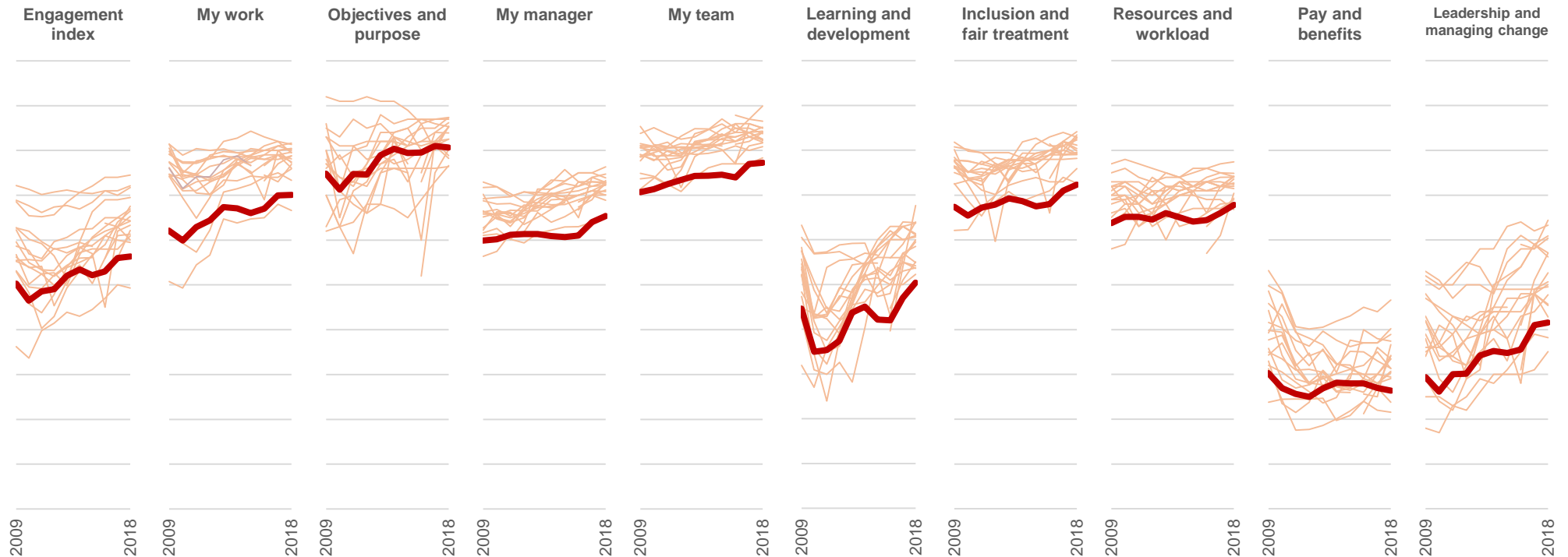
The table on the right represents the combined results across the Home Office’s policy and operational directorates, which conduct separate surveys with different organisational reference points (e.g. Border Force or UK Visas and Immigration rather than “Home Office”).

This is a legacy of the directorates’ status as Executive Agencies in previous years, when they participated in the survey as separate organisations.

**Chart notes:**

Each chart shows trend lines for the main departments. Bold lines denote the organisation featured on this slide.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Employee engagement index	50%	47%	49%	49%	52%	53%	52%	53%	56%	56%
My work	62%	60%	63%	64%	67%	67%	66%	67%	70%	70%
Organisational objectives and purpose	75%	71%	75%	75%	79%	80%	79%	80%	81%	81%
My manager	60%	60%	61%	61%	61%	61%	61%	61%	64%	65%
My team	71%	71%	72%	73%	74%	74%	75%	74%	77%	77%
Learning and development	45%	35%	35%	37%	44%	45%	42%	42%	47%	50%
Inclusion and fair treatment	67%	65%	67%	68%	69%	69%	68%	68%	71%	72%
Resources and workload	64%	65%	65%	65%	66%	65%	64%	64%	66%	68%
Pay and benefits	30%	27%	26%	25%	27%	28%	28%	28%	27%	26%
Leadership and managing change	29%	26%	30%	30%	34%	35%	35%	36%	41%	42%
Response rate	69%	53%	47%	47%	51%	51%	51%	53%	58%	60%

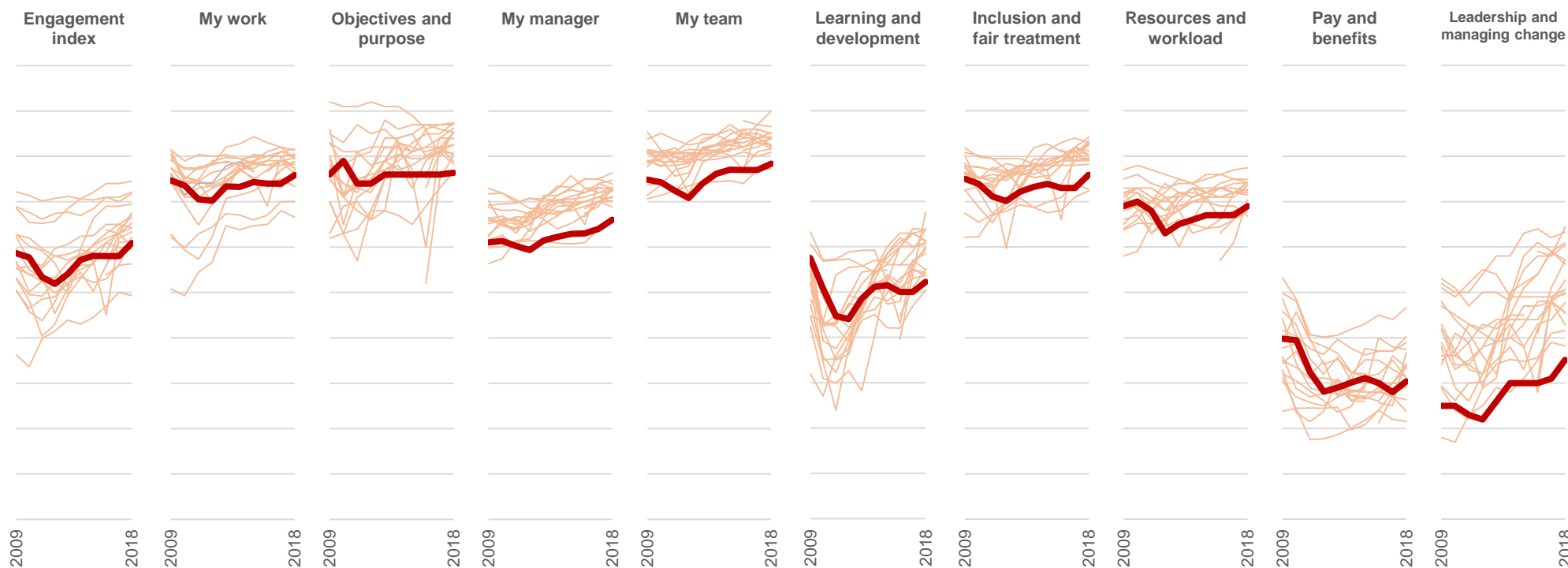


# Ministry of Defence

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Employee engagement index	59%	58%	53%	52%	54%	57%	58%	58%	58%	61%
My work	75%	74%	71%	70%	73%	73%	74%	74%	74%	76%
Organisational objectives and purpose	76%	79%	74%	74%	76%	76%	76%	76%	76%	76%
My manager	61%	61%	60%	59%	61%	62%	63%	63%	64%	66%
My team	75%	74%	72%	71%	74%	76%	77%	77%	77%	78%
Learning and development	58%	51%	45%	44%	49%	51%	52%	50%	50%	52%
Inclusion and fair treatment	75%	74%	71%	70%	72%	73%	74%	73%	73%	76%
Resources and workload	69%	70%	68%	63%	65%	66%	67%	67%	67%	69%
Pay and benefits	40%	39%	32%	28%	29%	30%	31%	30%	28%	30%
Leadership and managing change	25%	25%	23%	22%	26%	30%	30%	30%	31%	35%
<i>Response rate</i>	49%	43%	44%	37%	50%	51%	55%	59%	60%	62%

## Chart notes:

Each chart shows trend lines for the main departments. Bold lines denote the organisation featured on this slide.

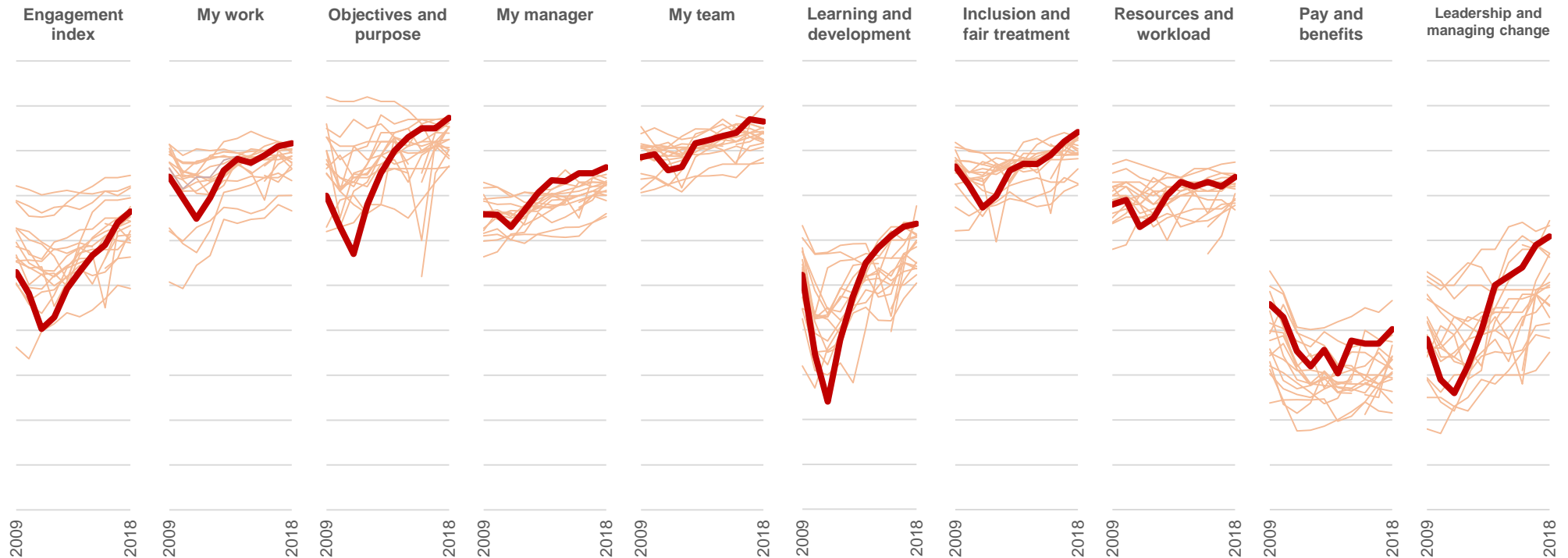


# Ministry of Housing, Communities & Local Government

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Employee engagement index	53%	48%	40%	43%	49%	53%	57%	59%	64%	66%
My work	74%	69%	65%	70%	76%	78%	77%	79%	81%	82%
Organisational objectives and purpose	70%	63%	57%	68%	75%	80%	83%	85%	85%	87%
My manager	66%	66%	63%	67%	71%	73%	73%	75%	75%	76%
My team	79%	79%	76%	76%	82%	82%	83%	84%	87%	87%
Learning and development	52%	35%	24%	38%	47%	55%	58%	61%	63%	64%
Inclusion and fair treatment	76%	72%	67%	70%	76%	77%	77%	79%	82%	84%
Resources and workload	68%	69%	63%	65%	70%	73%	72%	73%	72%	74%
Pay and benefits	46%	43%	35%	32%	36%	30%	38%	37%	37%	40%
Leadership and managing change	38%	29%	26%	32%	40%	50%	52%	54%	59%	61%
<i>Response rate</i>	<i>73%</i>	<i>81%</i>	<i>76%</i>	<i>77%</i>	<i>78%</i>	<i>77%</i>	<i>82%</i>	<i>82%</i>	<i>90%</i>	<i>94%</i>

### Chart notes:

Each chart shows trend lines for the main departments.  
Bold lines denote the organisation featured on this slide.

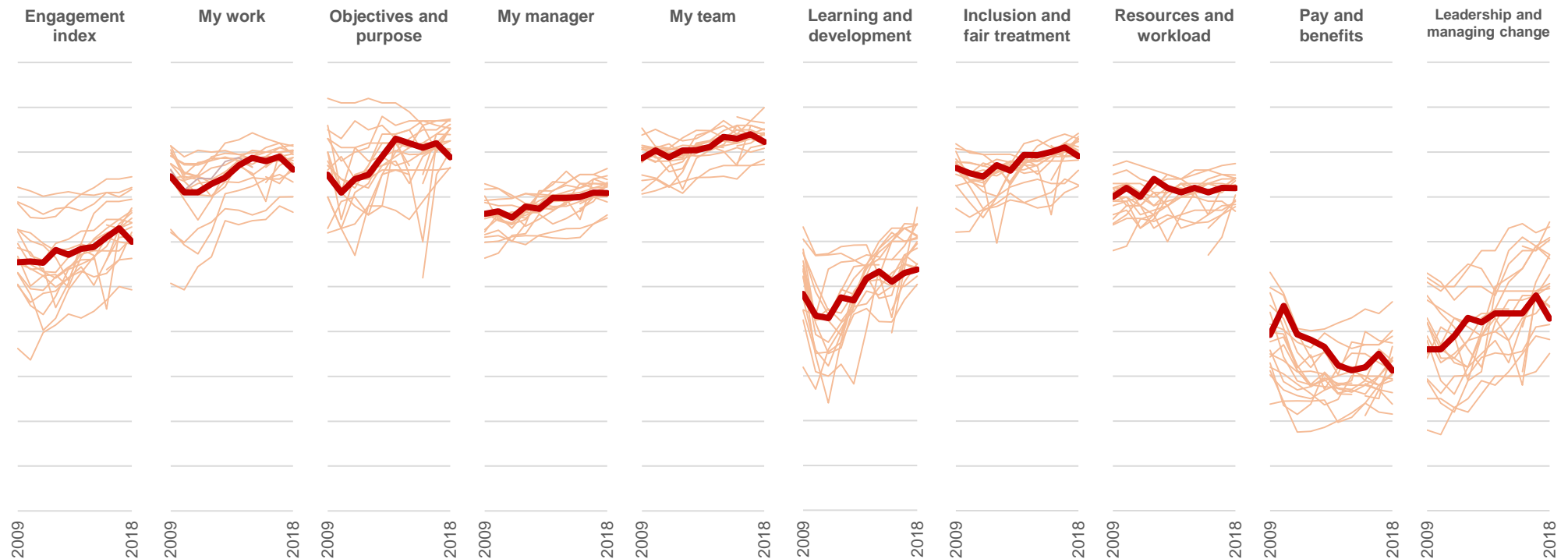


# Ministry of Justice

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Employee engagement index	55%	56%	55%	58%	57%	58%	59%	61%	63%	60%
My work	75%	71%	71%	73%	74%	77%	79%	78%	79%	76%
Organisational objectives and purpose	75%	71%	74%	75%	79%	83%	82%	81%	82%	79%
My manager	66%	67%	65%	68%	67%	70%	70%	70%	71%	71%
My team	79%	80%	79%	80%	80%	81%	83%	83%	84%	82%
Learning and development	48%	43%	43%	47%	47%	52%	53%	51%	53%	54%
Inclusion and fair treatment	76%	75%	75%	77%	76%	79%	79%	80%	81%	79%
Resources and workload	70%	72%	70%	74%	72%	71%	72%	71%	72%	72%
Pay and benefits	39%	46%	39%	38%	37%	32%	31%	32%	35%	31%
Leadership and managing change	36%	36%	39%	43%	42%	44%	44%	44%	48%	43%
<i>Response rate</i>	83%	84%	81%	86%	83%	82%	74%	79%	87%	87%

**Chart notes:**

Each chart shows trend lines for the main departments. Bold lines denote the organisation featured on this slide.



# Organisation Coverage

This pack focuses on the policy centres or headquarters of each Whitehall department; below we've listed the agencies and arms length bodies who run separate People Surveys (with their own local organisational terms) and are therefore excluded from this analysis. All organisation scores can be found on our website: <https://www.gov.uk/government/collections/civil-service-people-survey-hub>

Cabinet Office, excludes: Civil Service HR; Crown Commercial Service; and Government Property Agency.

Department for Business, Energy and Industrial Strategy, excludes: ACAS; Companies House; Competition and Markets Authority; HM Land Registry; Intellectual Property Office; Met Office; and The Insolvency Service.

Department for Digital, Culture, Media and Sport, excludes: The National Archives.

Department for Environment, Food and Rural Affairs, excludes: Animal and Plant Health Agency; Centre for Environment, Fisheries and Aquaculture Science; Rural Payments Agency; and Veterinary Medicines Directorate.

Department of Health and Social Care, excludes: Medicines and Healthcare Products Regulatory Agency; Public Health England.

Department for Transport, excludes: Driver and Vehicle Licensing Agency; Driver and Vehicle Standards Agency; Maritime and Coastguard Agency; and Vehicle Certification Agency.

Department for Work and Pensions, excludes: Health and Safety Executive.

Foreign and Commonwealth Office, excludes: FCO Services; and Wilton Park.

HM Revenue and Customs, excludes: Valuation Office Agency.

HM Treasury, excludes: Government Internal Audit Agency; and UK Debt Management Office.

Ministry of Justice, excludes: Criminal Injuries Compensation Authority; HM Courts and Tribunals Service; HM Prison and Probation Service (HQ); HM Prison Service; Legal Aid Agency; MoJ Arms Length and Other Bodies; National Probation Service; and Office of the Public Guardian.

Ministry of Housing, Communities and Local Government, excludes: Planning Inspectorate.

Ministry of Defence, excludes: Defence Electronics and Components Agency; Defence Equipment & Support; Dstl; Submarine Delivery Agency; and UK Hydrographic Office

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