



Cabinet Office

Civil Service People Survey 2014

Senior Civil Service results

August 2015

CSPS 2014: Senior Civil Service results

This report shows the scores from the Civil Service People Survey (CSPS) from 2009 to 2013 for those respondents who identified as members of the Senior Civil Service (SCS) or at an SCS equivalent level.

The People Survey covers a wider range of employees than just permanent Civil Servants; in the case of staff at an SCS level it also includes senior members of the diplomatic service, and senior military officers working in a civilian capacity.

As at the end of March 2014 there were 4,850 civil servants at SCS equivalent level, of which 3,800 were part of the centrally managed Senior Civil Service.

The table below shows the SCS score for each of these 10 headline indicators.

Pages 3-8 show the benchmark score for each of the individual core questions.

Page 9 provides a brief technical overview of the survey and endnotes.

	Senior Civil Service score ¹						Change in score between ²				
	2009	2010	2011	2012	2013	2014	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14
<i>Number of respondents</i>	4,343	3,907	3,772	3,764	4,186	4,532					
Employee engagement index ³	70%	69%	69%	71%	71%	74%	-1	0	+2	0	+3
My work	91%	91%	91%	92%	92%	93%	0	0	+1	0	+1
Organisational objectives and purpose	93%	91%	92%	93%	92%	93%	-2	+1	+1	-1	+1
My manager	77%	76%	77%	79%	79%	81%	-1	+1	+2	0	+2
My team	92%	93%	93%	93%	94%	94%	+1	0	0	+1	0
Learning and development	69%	63%	64%	66%	69%	72%	-6	+1	+2	+3	+3
Inclusion and fair treatment	87%	86%	86%	87%	87%	88%	-1	0	+1	0	+1
Resources and workload	79%	79%	79%	79%	78%	79%	0	0	0	-1	+1
Pay and benefits	47%	45%	35%	32%	34%	36%	-2	-10	-3	+2	+2
Leadership and managing change	63%	62%	63%	66%	67%	69%	-1	+1	+3	+1	+2

Civil Service People Survey 2014: results by question

Senior Civil Service score ⁴

Change in score

	2009	2010	2011	2012	2013	2014	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14
My work											
B01. I am interested in my work	97%	97%	97%	97%	97%	98%	0	0	0	0	+1
B02. I am sufficiently challenged by my work	92%	92%	92%	93%	93%	94%	0	0	+1	0	+1
B03. My work gives me a sense of personal accomplishment	91%	90%	91%	92%	92%	93%	-1	+1	+1	0	+1
B04. I feel involved in the decisions that affect my work	85%	84%	86%	87%	86%	87%	-1	+2	+1	-1	+1
B05. I have a choice in deciding how I do my work	91%	91%	92%	92%	91%	92%	0	+1	0	-1	+1
Organisational objectives and purpose											
B06. I have a clear understanding of [my organisation's] purpose ⁵	93%	92%	93%	94%	93%	93%	-1	+1	+1	-1	0
B07. I have a clear understanding of [my organisation's] objectives	91%	90%	90%	92%	91%	92%	-1	0	+2	-1	+1
B08. I understand how my work contributes to [my organisation's] objectives	94%	92%	93%	94%	93%	94%	-2	+1	+1	-1	+1
My manager											
B09. My manager motivates me to be more effective in my job	78%	78%	79%	81%	81%	83%	0	+1	+2	0	+2
B10. My manager is considerate of my life outside work	78%	79%	79%	81%	82%	84%	+1	0	+2	+1	+2
B11. My manager is open to my ideas	88%	88%	89%	90%	90%	91%	0	+1	+1	0	+1
B12. My manager helps me to understand how I contribute to [my organisation's] objectives	79%	77%	78%	80%	80%	82%	-2	+1	+2	0	+2
B13. Overall, I have confidence in the decisions made by my manager	84%	82%	84%	86%	86%	87%	-2	+2	+2	0	+1
B14. My manager recognises when I have done my job well	85%	83%	85%	85%	85%	87%	-2	+2	0	0	+2
B15. I receive regular feedback on my performance	72%	69%	70%	72%	72%	74%	-3	+1	+2	0	+2
B16. The feedback I receive helps me to improve my performance	71%	69%	70%	72%	72%	76%	-2	+1	+2	0	+4
B17. I think that my performance is evaluated fairly	72%	71%	71%	71%	72%	75%	-1	0	0	+1	+3
B18. Poor performance is dealt with effectively in my team	65%	67%	69%	71%	71%	74%	+2	+2	+2	0	+3

Civil Service People Survey 2014: results by question

Senior Civil Service score

Change in score

	2009	2010	2011	2012	2013	2014	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14
My team											
B19. The people in my team can be relied upon to help when things get difficult in my job	93%	94%	95%	94%	95%	94%	+1	+1	-1	+1	-1
B20. The people in my team work together to find ways to improve the service we provide	92%	92%	93%	93%	94%	94%	0	+1	0	+1	0
B21. The people in my team are encouraged to come up with new and better ways of doing things	90%	92%	92%	93%	93%	93%	+2	0	+1	0	0
Learning and development											
B22. I am able to access the right learning and development opportunities when I need to	79%	71%	73%	75%	79%	80%	-8	+2	+2	+4	+1
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	68%	64%	63%	64%	69%	72%	-4	-1	+1	+5	+3
B24. There are opportunities for me to develop my career in [my organisation]	60%	52%	55%	58%	60%	65%	-8	+3	+3	+2	+5
B25. Learning and development activities I have completed while working for [my organisation] are helping me to develop my career	67%	65%	64%	67%	67%	69%	-2	-1	+3	0	+2
Inclusion and fair treatment											
B26. I am treated fairly at work	89%	88%	88%	89%	89%	90%	-1	0	+1	0	+1
B27. I am treated with respect by the people I work with	94%	93%	93%	93%	94%	94%	-1	0	0	+1	0
B28. I feel valued for the work I do	82%	79%	81%	81%	81%	84%	-3	+2	0	0	+3
B29. I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	82%	83%	83%	84%	84%	86%	+1	0	+1	0	+2
Resources and workload											
B30. In my job, I am clear what is expected of me	92%	91%	92%	93%	92%	93%	-1	+1	+1	-1	+1
B31. I get the information I need to do my job well	81%	83%	84%	84%	82%	84%	+2	+1	0	-2	+2
B32. I have clear work objectives	89%	88%	89%	90%	89%	90%	-1	+1	+1	-1	+1
B33. I have the skills I need to do my job effectively	95%	95%	96%	96%	95%	96%	0	+1	0	-1	+1
B34. I have the tools I need to do my job effectively	79%	78%	78%	75%	74%	76%	-1	0	-3	-1	+2
B35. I have an acceptable workload	60%	61%	59%	59%	58%	60%	+1	-2	0	-1	+2
B36. I achieve a good balance between my work life and my private life	56%	56%	54%	57%	56%	57%	0	-2	+3	-1	+1

Civil Service People Survey 2014: results by question

Senior Civil Service score

Change in score

	2009	2010	2011	2012	2013	2014	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14
Pay and benefits											
B37. I feel that my pay adequately reflects my performance	49%	48%	38%	34%	36%	38%	-1	-10	-4	+2	+2
B38. I am satisfied with the total benefits package	55%	49%	39%	36%	38%	40%	-6	-10	-3	+2	+2
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	39%	36%	29%	25%	29%	30%	-3	-7	-4	+4	+1
Leadership and managing change											
B40. I feel that [my organisation] as a whole is managed well	62%	61%	60%	65%	66%	68%	-1	-1	+5	+1	+2
B41. [Senior managers] in [my organisation] are sufficiently visible	69%	72%	72%	76%	77%	78%	+3	0	+4	+1	+1
B42. I believe the actions of [senior managers] are consistent with [my organisation's] values	66%	70%	68%	71%	72%	75%	+4	-2	+3	+1	+3
B43. I believe that [the board has] a clear vision for the future of [my organisation]	55%	51%	56%	61%	61%	63%	-4	+5	+5	0	+2
B44. Overall, I have confidence in the decisions made by [my organisation's senior managers]	66%	66%	66%	70%	71%	74%	0	0	+4	+1	+3
B45. I feel that change is managed well in [my organisation]	48%	45%	48%	50%	52%	55%	-3	+3	+2	+2	+3
B46. When changes are made in [my organisation] they are usually for the better	52%	46%	47%	49%	52%	55%	-6	+1	+2	+3	+3
B47. [My organisation] keeps me informed about matters that affect me	78%	78%	78%	81%	80%	82%	0	0	+3	-1	+2
B48. I have the opportunity to contribute my views before decisions are made that affect me	65%	65%	67%	69%	70%	72%	0	+2	+2	+1	+2
B49. I think it is safe to challenge the way things are done in [my organisation]	68%	67%	66%	70%	70%	72%	-1	-1	+4	0	+2

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Employee engagement											
B50. I am proud when I tell others I am part of [my organisation]	73%	74%	74%	77%	77%	80%	+1	0	+3	0	+3
B51. I would recommend [my organisation] as a great place to work	65%	60%	62%	65%	66%	71%	-5	+2	+3	+1	+5
B52. I feel a strong personal attachment to [my organisation]	67%	69%	68%	69%	68%	71%	+2	-1	+1	-1	+3
B53. [My organisation] inspires me to do the best in my job	64%	63%	62%	65%	65%	69%	-1	-1	+3	0	+4
B54. [My organisation] motivates me to help it achieve its objectives	65%	62%	62%	64%	64%	69%	-3	0	+2	0	+5
Taking action											
B55. I believe that [senior managers] in [my organisation] will take action on the results from this survey	74%	73%	74%	78%	77%	80%	-1	+1	+4	-1	+3
B56. I believe that managers where I work will take action on the results from this survey	80%	82%	83%	85%	85%	87%	+2	+1	+2	0	+2
B57. Where I work, I think effective action has been taken on the results of the last survey ⁶	<i>n/a</i>	<i>n/a</i>	66%	70%	72%	74%	<i>n/a</i>	<i>n/a</i>	+4	+2	+2
Organisational culture ⁷											
B58. I am trusted to carry out my job effectively	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	91%	93%	94%	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	+2	+1
B59. I believe I would be supported if I try a new idea, even if it may not work	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	80%	84%	86%	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	+4	+2
B60. My performance is evaluated based on whether I get things done, rather than solely follow process	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	81%	84%	85%	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	+3	+1
B61. When I talk about [my organisation] I say "we" rather than "they"	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	91%	86%	88%	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	-5	+2
B62. I have some really good friendships at work	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	74%	79%	79%	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	+5	0

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	2009	2010	2011	2012	2013	2014	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14
Future intentions											
C01. Which of the following statements most reflects your current thoughts about working for [your organisation]? ⁸											
<i>I want to leave [my organisation] as soon as possible</i>	4%	5%	6%	5%	5%	5%	+1	+1	-1	0	0
<i>I want to leave [my organisation] within the next 12 months</i>	12%	13%	12%	15%	14%	13%	+1	-1	+3	-1	-1
<i>I want to stay working for [my organisation] for at least the next year</i>	32%	31%	34%	34%	35%	38%	-1	+3	0	+1	+3
<i>I want to stay working for [my organisation] for at least the next three years</i>	52%	51%	48%	46%	46%	45%	-1	-3	-2	0	-1
Civil Service Code											
D01. Are you aware of the Civil Service Code?	93%	96%	95%	97%	96%	96%	+3	-1	+2	-1	0
D02. Are you aware of how to raise a concern under the Civil Service Code?	72%	81%	83%	85%	83%	85%	+9	+2	+2	-2	+2
D03. Are you confident that if you raise a concern under the Civil Service Code in [your organisation] it would be investigated properly?	81%	84%	86%	88%	86%	87%	+3	+2	+2	-2	+1
Wellbeing ⁹											
W01. Overall, how satisfied are you with your life nowadays? (% 7-10) (0=not at all satisfied, 10=completely satisfied)	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	75%	75%	76%	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	0	+1
W02. Overall, to what extent do you think the things you do in your life are worthwhile? (% 7-10) (0=not at all worthwhile, 10=completely worthwhile)	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	83%	84%	84%	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	+1	0
W03. Overall, how happy did you feel yesterday? (% 7-10) (0=not at all happy, 10=completely happy)	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	70%	72%	72%	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	+2	0
W04. Overall, how anxious did you feel yesterday? (% 0-3) (0=not at all anxious, 10=completely anxious)	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	57%	57%	57%	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	0	0
Discrimination, bullying and harassment											
E01. During the past 12 months have you personally experienced discrimination at work?	5%	6%	5%	6%	5%	5%	+1	-1	+1	-1	0
E03. During the past 12 months have you personally experienced bullying or harassment at work?	6%	6%	6%	5%	5%	6%	0	0	-1	0	+1

Technical notes

The 2014 Civil Service People Survey was conducted across 101 Civil Service organisations (Government Departments, Executive Agencies and Crown NDPBs). A list of participating organisations is provided on the following page.

The fieldwork for the survey ran from 1st-31st October, with 96% participating online and 4% completing paper questionnaires.

274,080 participated in the survey, an overall response rate of 60%. Across the 101 participating organisations the median response rate was 77%.

End notes

1. Except for the engagement index (see note 4) the result for each of the headline themes is calculated as the percentage of “strongly agree” or “agree” responses to all questions in that theme.
2. The change in score is calculated simply as the later year’s score minus the preceding year’s benchmark score. This calculation is based on the rounded figures published in this report.
3. The employee engagement index is calculated as a weighted average of the responses to the five employee engagement questions (B50-B54) and ranges from 0% to 100%. A score of 0% represents all respondents giving a rating of “strongly disagree” to all five questions. A score of 100% represents all respondents giving a rating of “strongly agree” to all five questions.
4. The scores for questions B01-B62 are based on the proportion responding “strongly agree” or “agree”. For questions D01-D02, E01 and E03 the score is based on the proportion responding “yes”.
5. Phrases in square brackets (e.g. [my organisation]) are used in the core questionnaire to indicate where participating organisations use the relevant local terms (e.g. 'the Cabinet Office' in place of [my/your organisation] or 'Senior Civil Servants' in place of [senior managers]).
6. Question B57 was added to the core questionnaire in 2011 and therefore no scores for 2009 or 2010 are available.
7. In 2012 five new questions were added to the Civil Service People Survey to measure further aspects of the culture of our organisations that were not already covered by the questionnaire.
8. Question C01 has four response options and respondents can only select one of the four options.
9. Following a pilot in 2011, the 2012 Civil Service People Survey questionnaire also included the four subjective wellbeing questions asked by the ONS in the Annual Population Survey as part of their Measuring National Wellbeing programme.

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