Cabinet Office

Civil Service People Survey 2017

Summary of main department scores 2009-2017

November 2017

# Civil Service People Survey 2009-2017: summary of organisational performance

This report shows the engagement index and theme scores from the 2017 Civil Service People Survey.

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

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

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
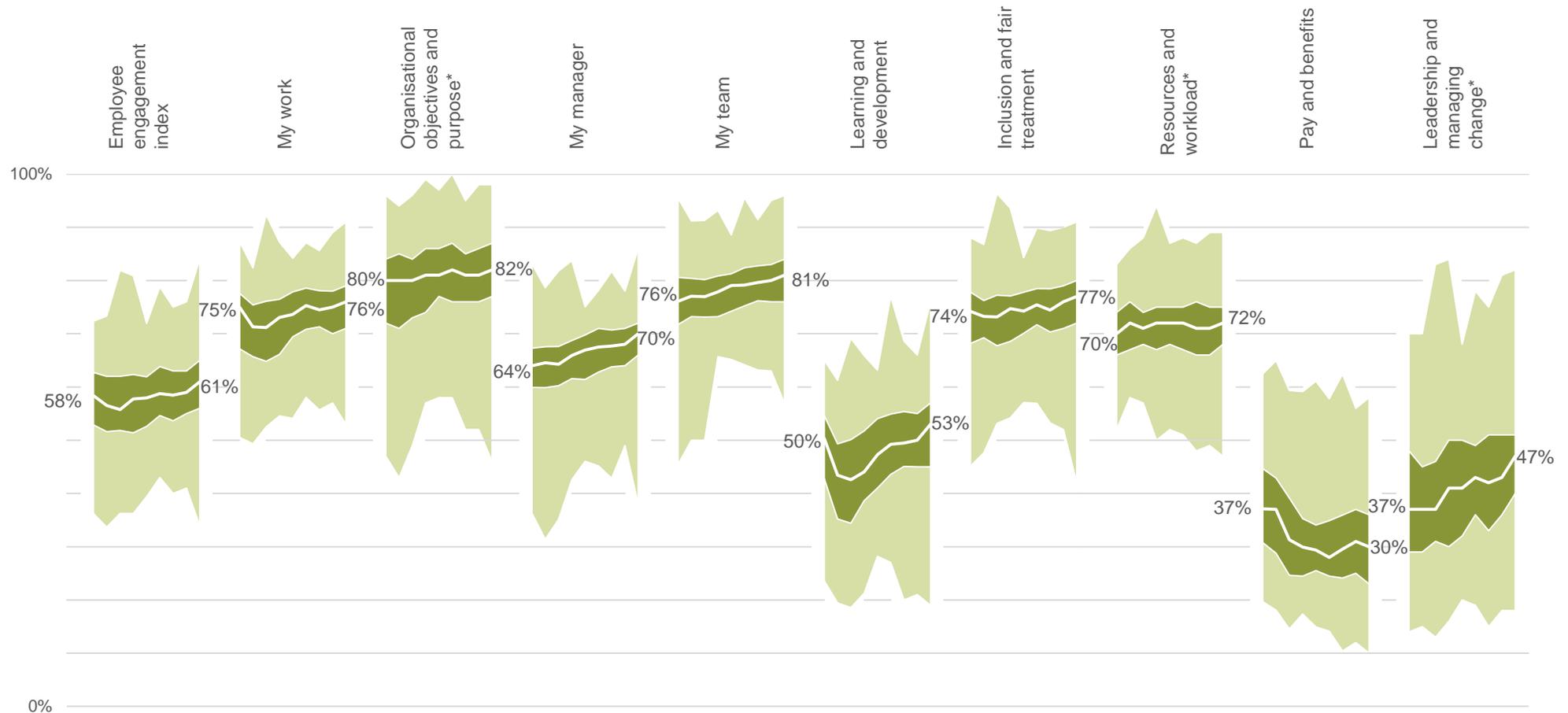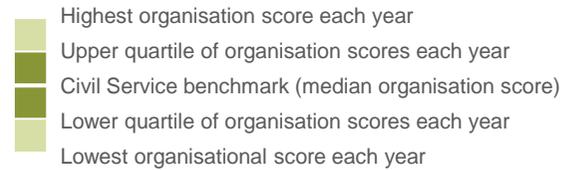
* Small changes have been made to the questions that underlie this theme score: see Annex A for more information (page 21).

Cabinet Office

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

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

* Small changes have been made to the questions that underlie this theme: this means scores may be slightly different to those published in previous years. See Annex A for more information (page 21).

Engagement index · My work · Objectives and purpose* · My manager · My team · Learning and development · Inclusion and fair treatment · Resources and workload* · Pay and benefits · Leadership and managing change*
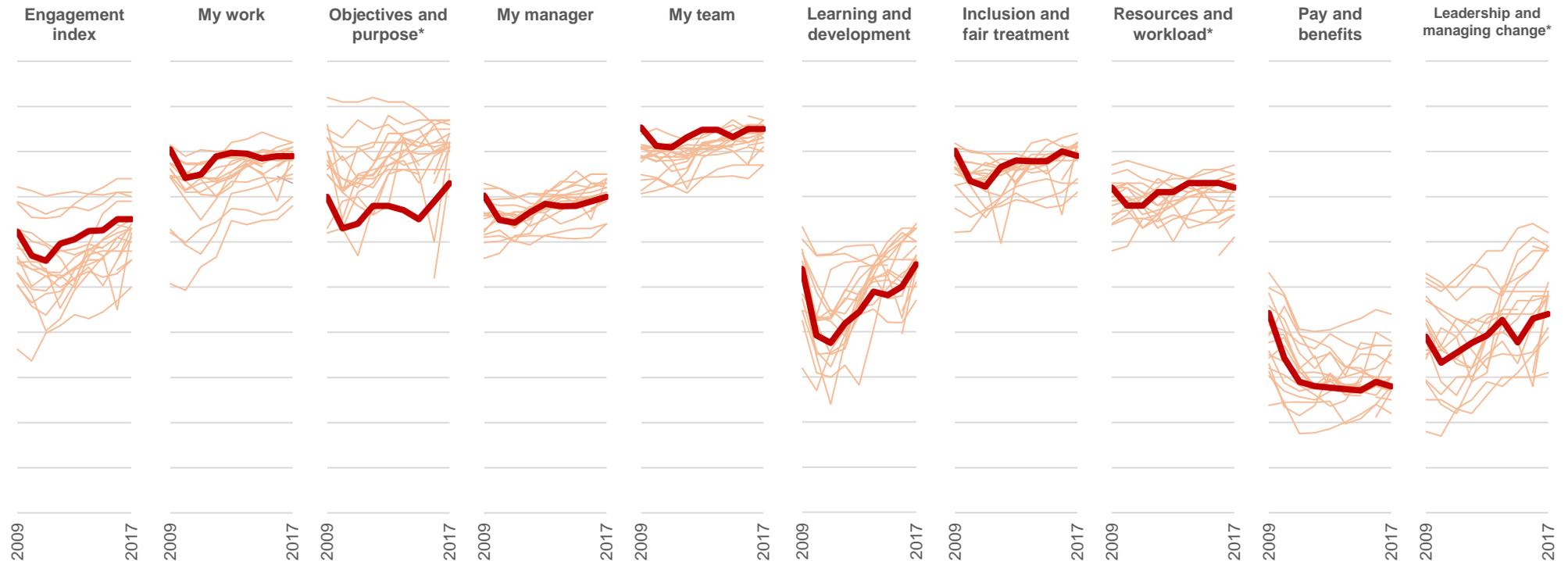
Department for Business, Energy & Industrial Strategy

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

Chart notes:
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	2016	2017
Employee engagement index	54%	56%
My work	77%	79%
Organisational objectives and purpose*	52%	75%
My manager	69%	70%
My team	81%	82%
Learning and development	56%	59%
Inclusion and fair treatment	79%	80%
Resources and workload*	71%	71%
Pay and benefits	26%	25%
Leadership and managing change*	41%	51%
Response rate	*86%*	*90%*
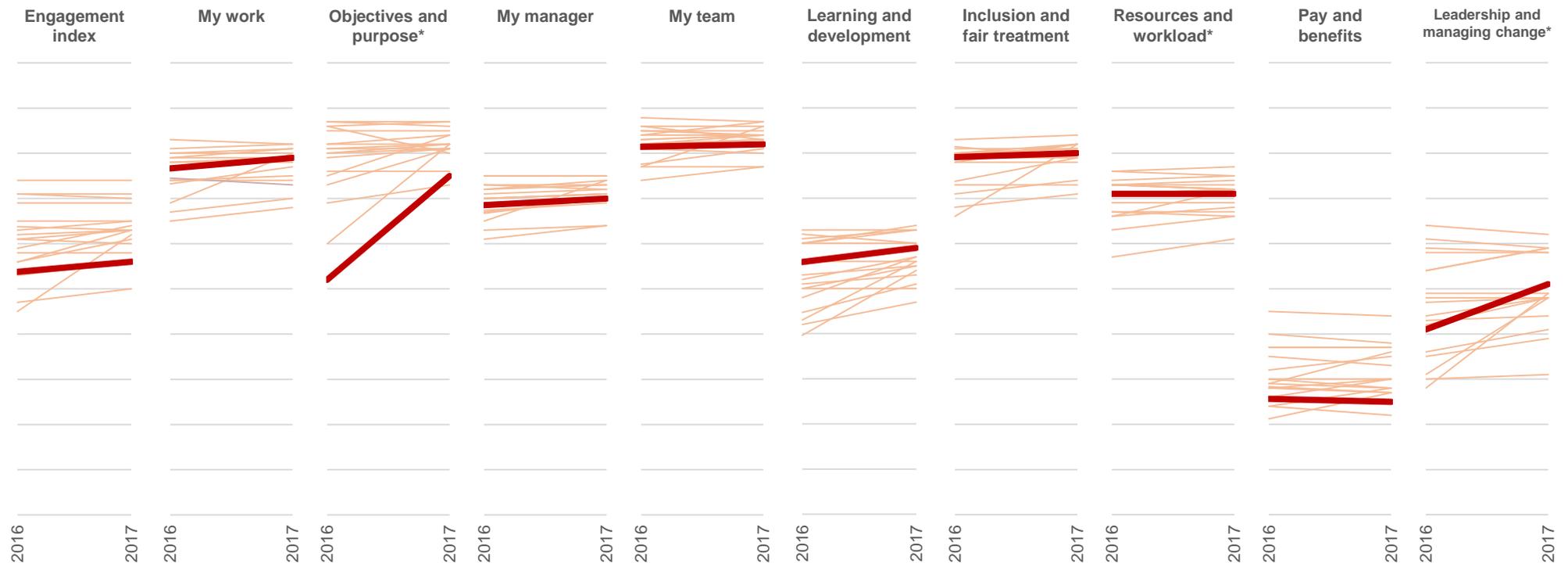
Department for Communities and Local Government (excluding agencies)

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

Engagement index · My work · Objectives and purpose* · My manager · My team · Learning and development · Inclusion and fair treatment · Resources and workload* · Pay and benefits · Leadership and managing change*
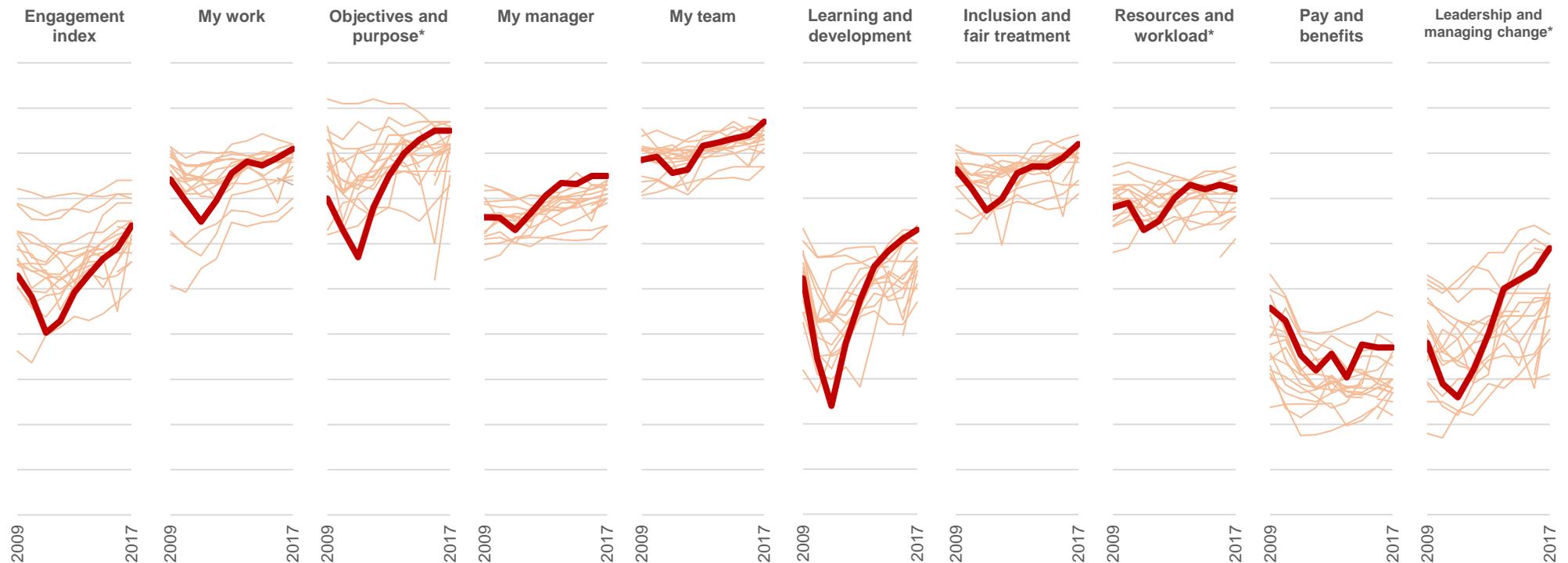
Department for Digital, Culture, Media and Sport (excluding agencies)

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

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Engagement index | My work | Objectives and purpose* | My manager | My team | Learning and development | Inclusion and fair treatment | Resources and workload* | Pay and benefits | Leadership and managing change*

Department for Education

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

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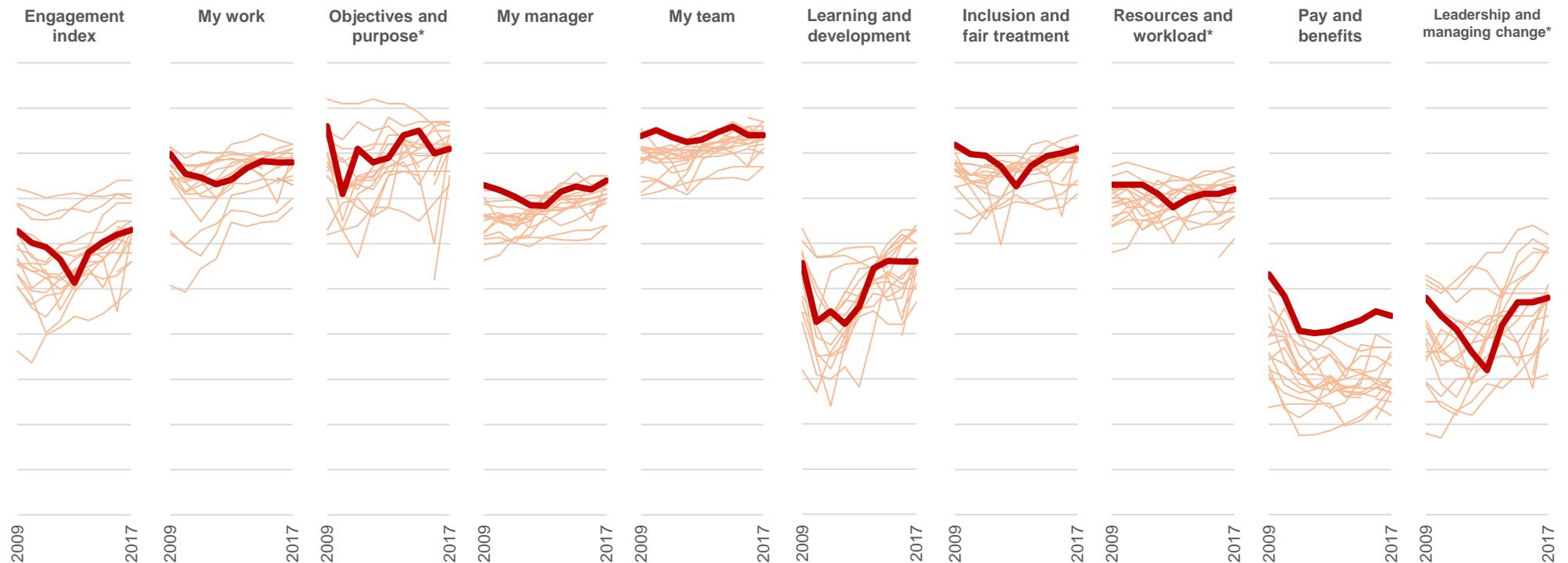
Department for Environment, Food and Rural Affairs (excluding agencies)

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

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Engagement index | My work | Objectives and purpose* | My manager | My team | Learning and development | Inclusion and fair treatment | Resources and workload* | Pay and benefits | Leadership and managing change*

2009 — 2017 (for each chart)

Department for Exiting the European Union

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

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	2016	2017
Employee engagement index	64%	63%
My work	74%	73%
Organisational objectives and purpose*	73%	81%
My manager	67%	69%
My team	88%	87%
Learning and development	40%	54%
Inclusion and fair treatment	81%	79%
Resources and workload*	57%	61%
Pay and benefits	28%	27%
Leadership and managing change*	59%	58%
Response rate	*85%*	*94%*
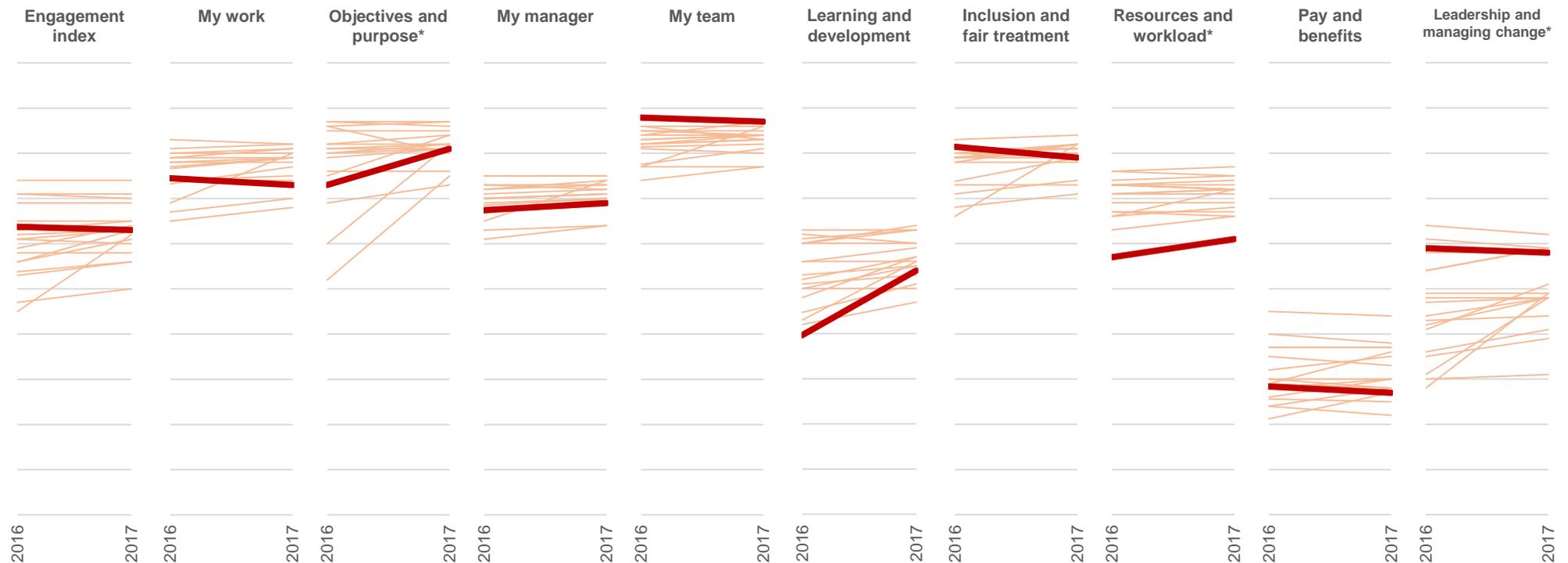
Department of Health (excluding agencies)

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

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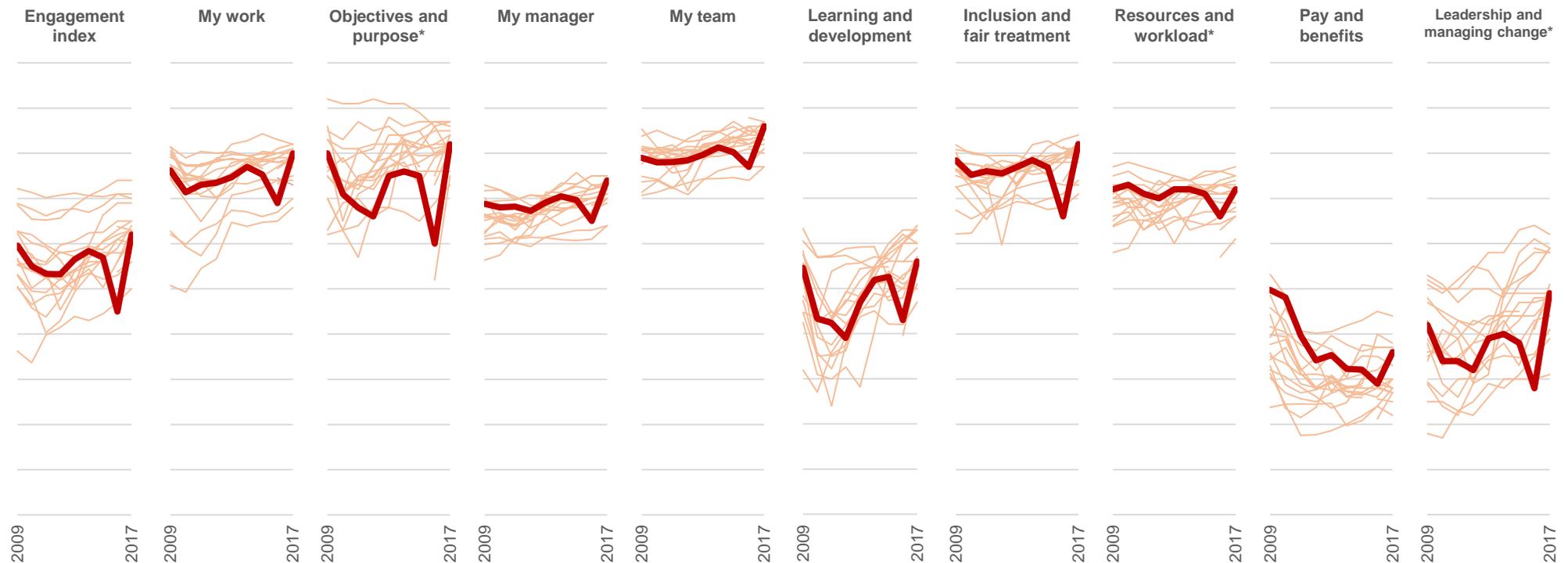
Department for International Development

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

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Engagement index | My work | Objectives and purpose* | My manager | My team | Learning and development | Inclusion and fair treatment | Resources and workload* | Pay and benefits | Leadership and managing change*

Department for International Trade

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

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	2016	2017
Employee engagement index	56%	63%
My work	73%	77%
Organisational objectives and purpose*	75%	84%
My manager	67%	70%
My team	78%	81%
Learning and development	45%	51%
Inclusion and fair treatment	74%	79%
Resources and workload*	63%	66%
Pay and benefits	21%	27%
Leadership and managing change*	31%	48%
Response rate	*83%*	*87%*
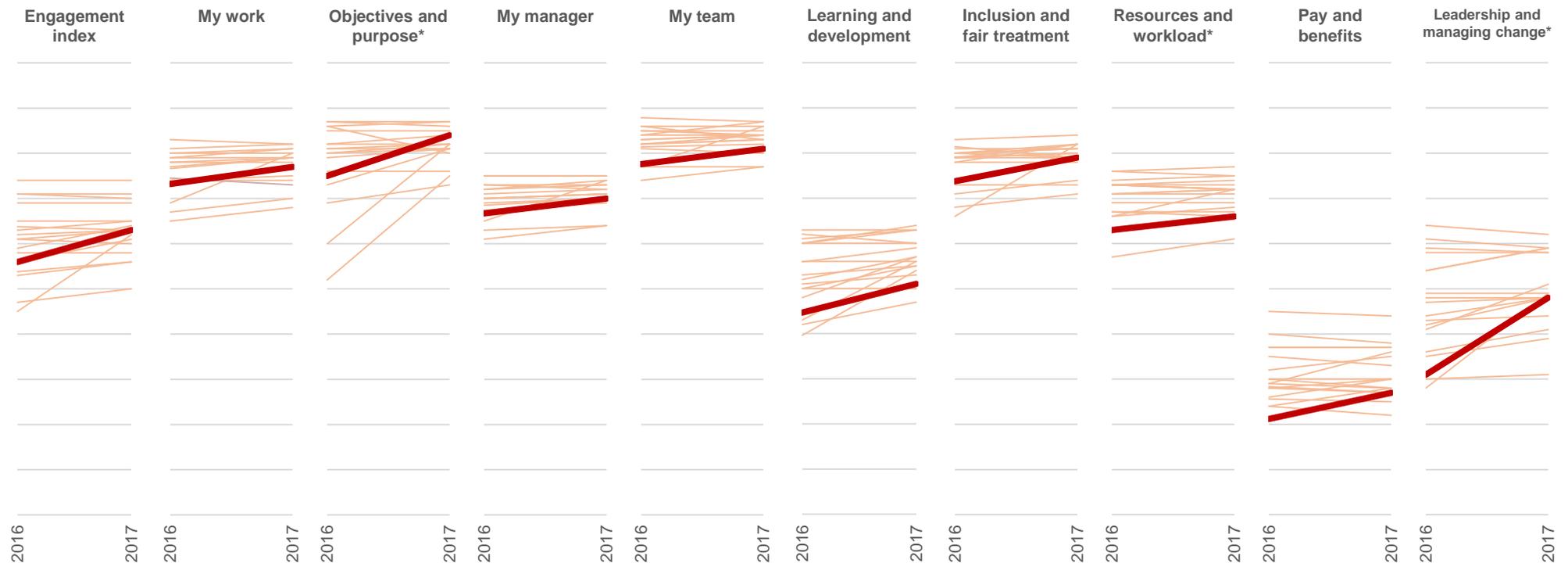
Department for Transport (excluding agencies)

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

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Department for Work and Pensions

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

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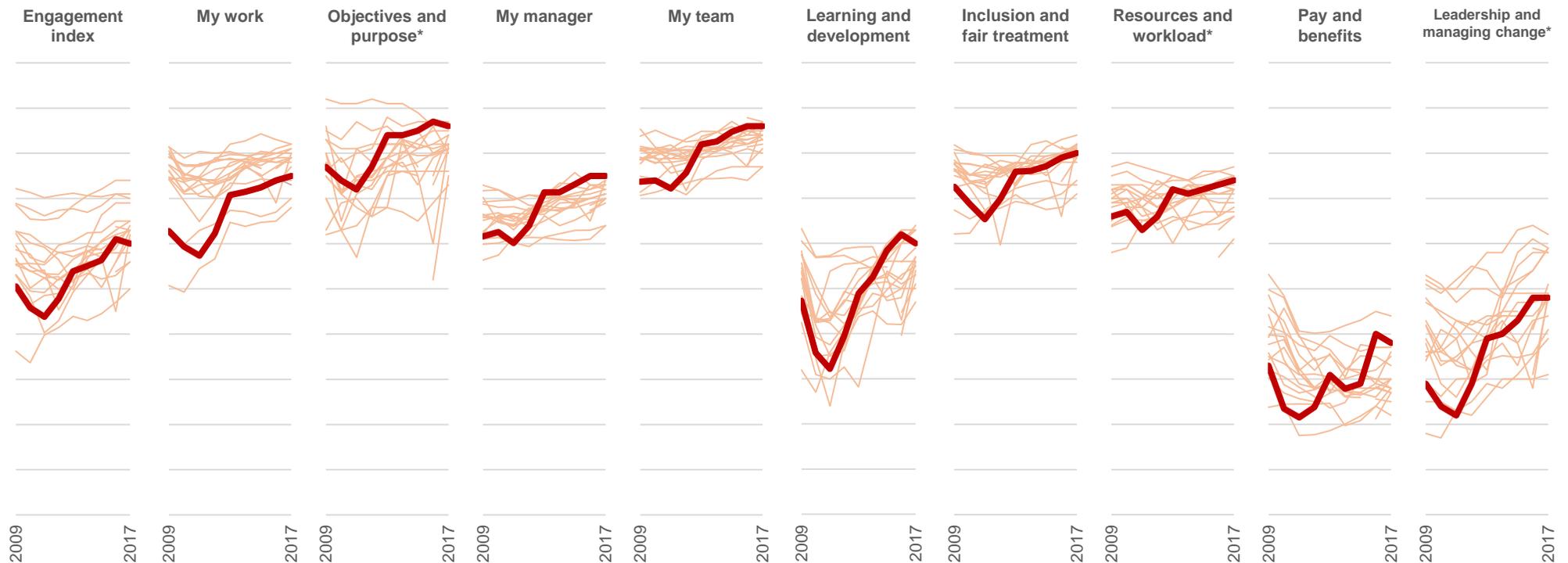
Foreign and Commonwealth Office

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

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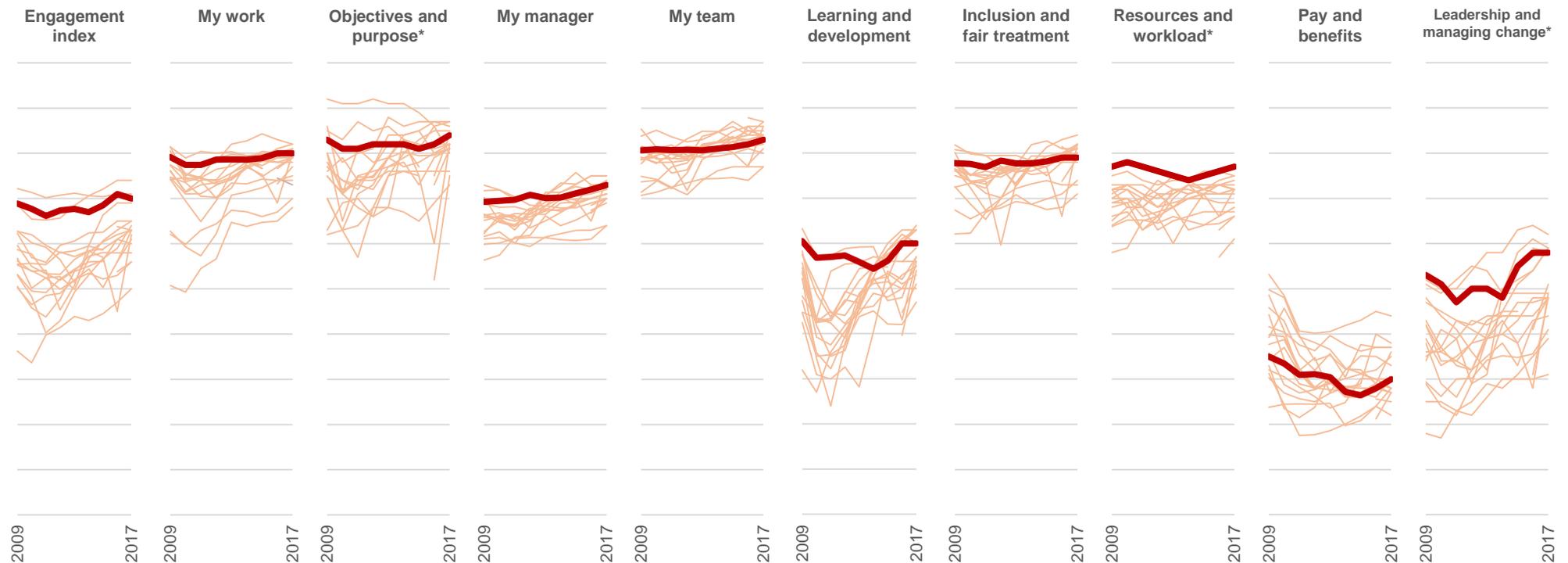
HM Revenue & Customs

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

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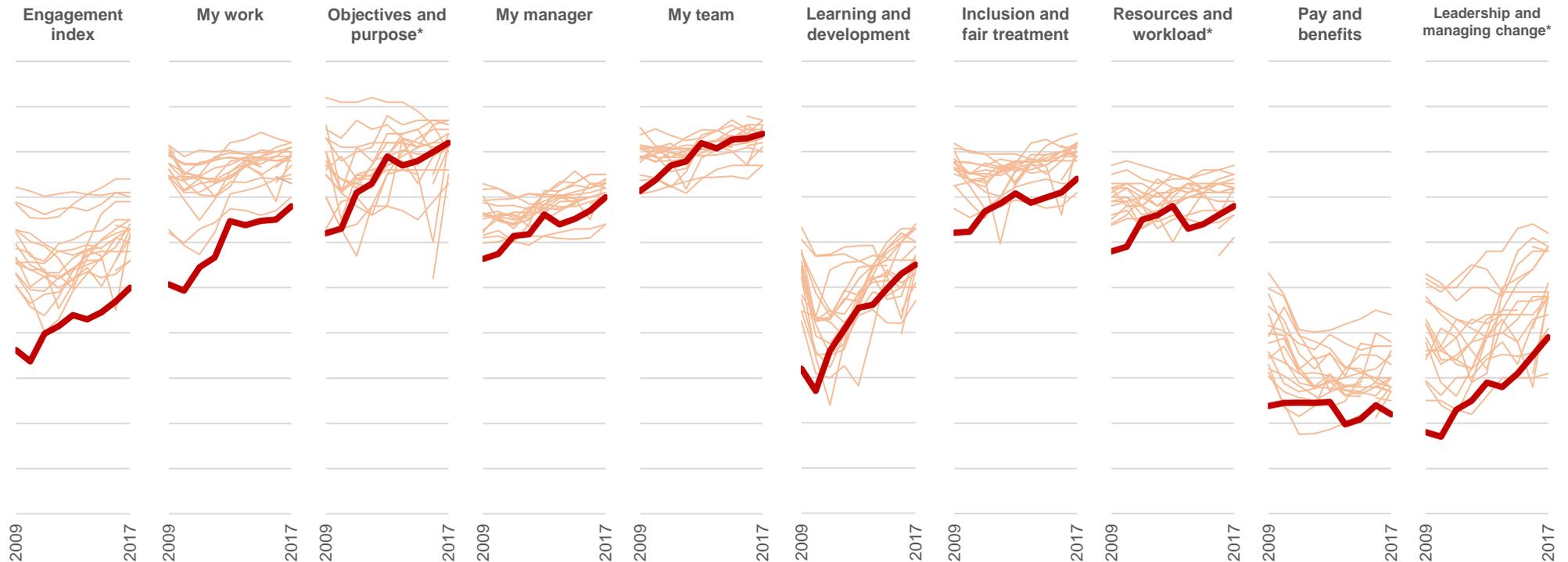
HM Treasury

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

Chart notes:
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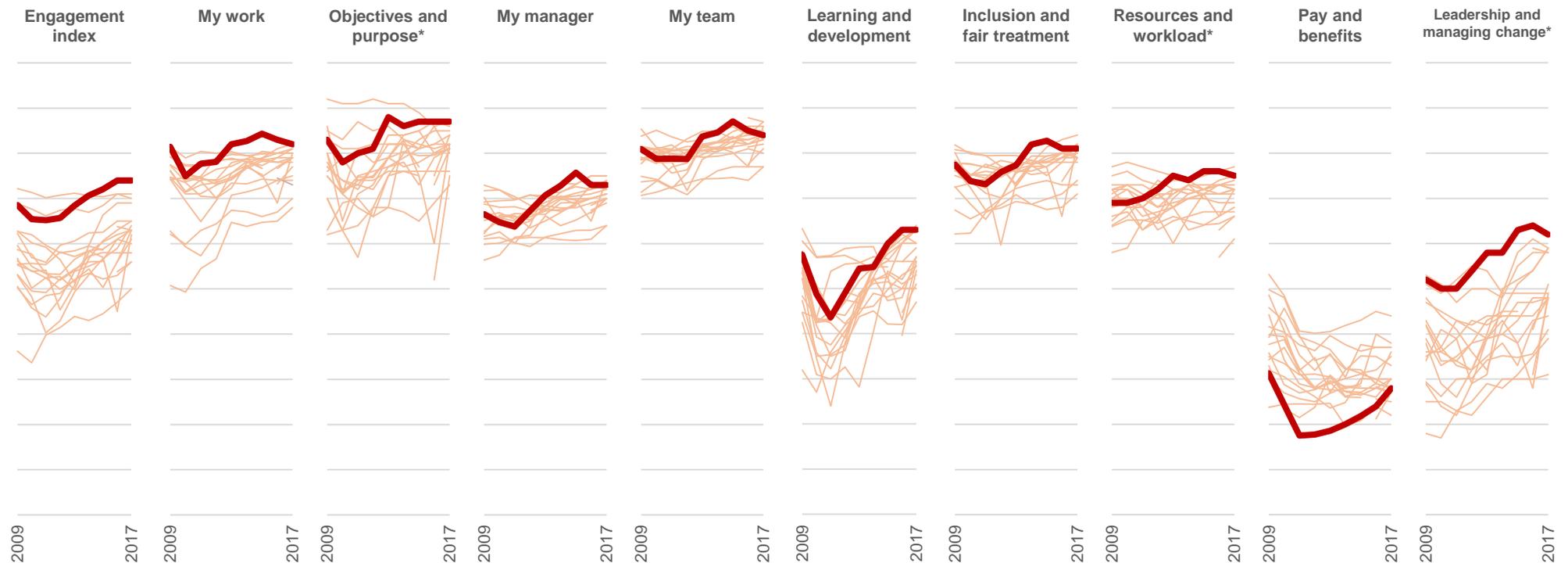
Home Office

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 (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.

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

* Small changes have been made to the questions that underlie this theme: this means scores may be slightly different to those published in previous years. See Annex A for more information (page 21).

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

Engagement index · My work · Objectives and purpose* · My manager · My team · Learning and development · Inclusion and fair treatment · Resources and workload* · Pay and benefits · Leadership and managing change*
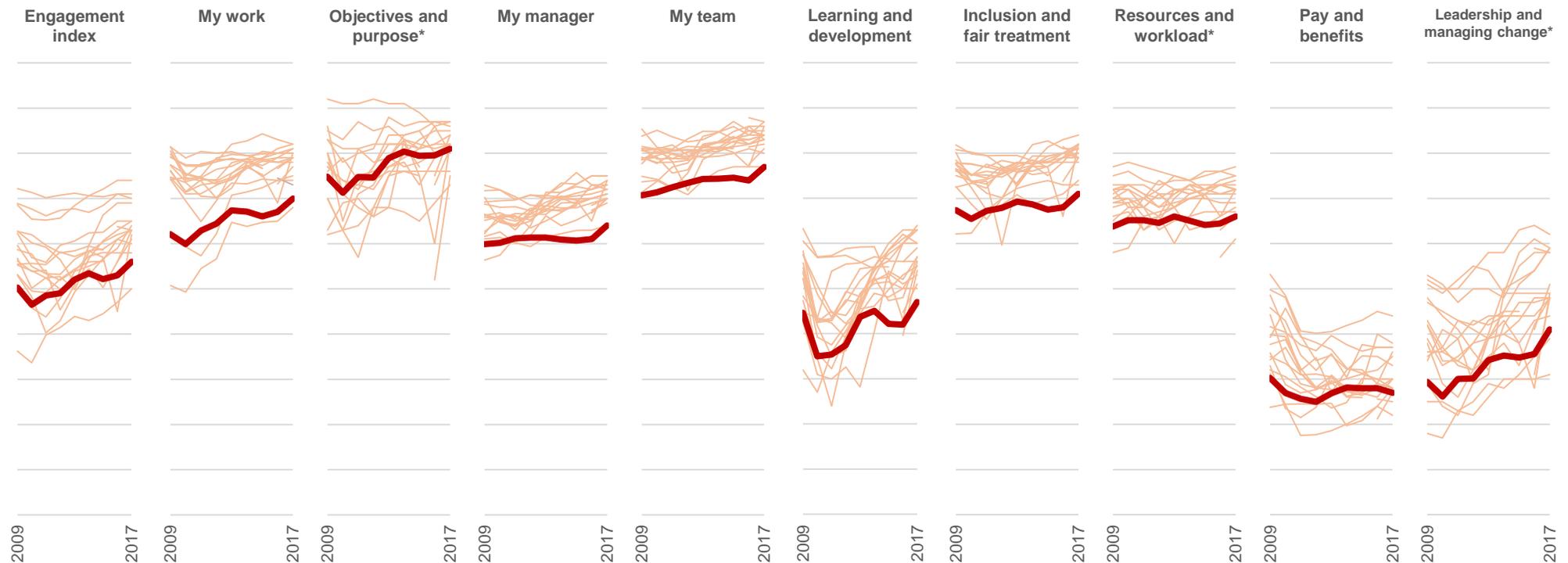
Ministry of Defence (excluding agencies)

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

Chart notes:
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Bold lines denote the organisation featured on this slide.

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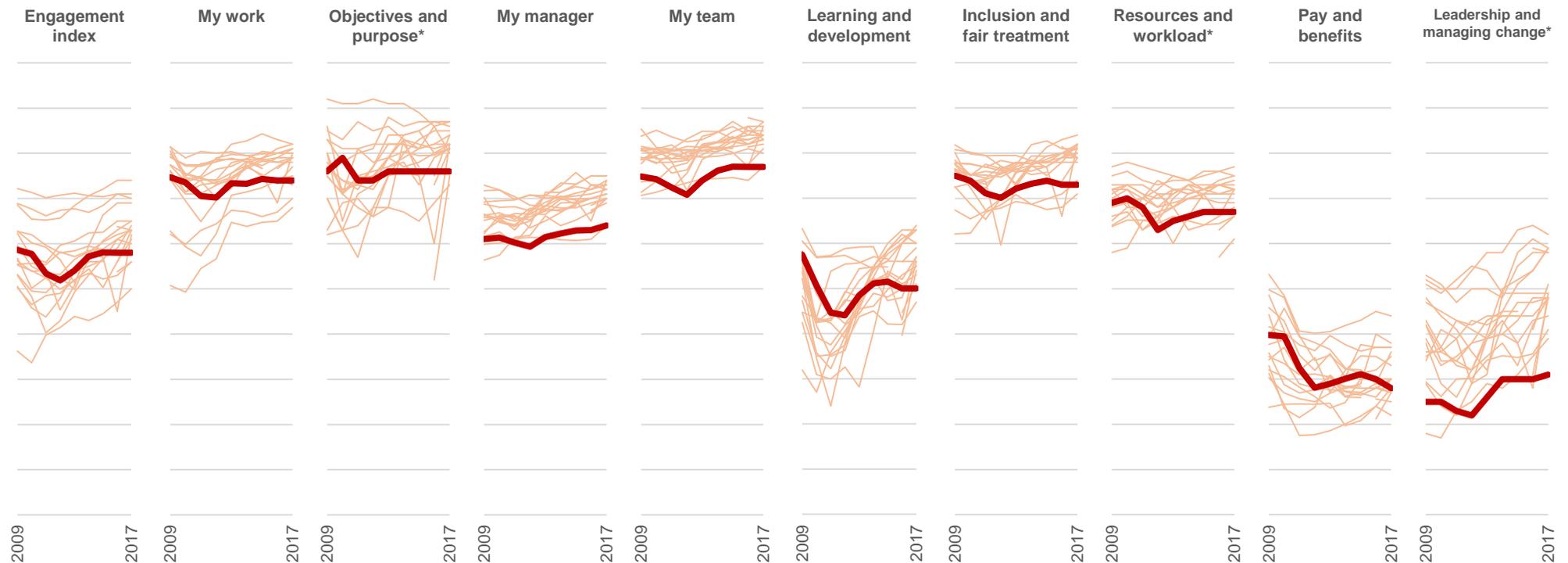
Ministry of Justice (excluding agencies)

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

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

* Small changes have been made to the questions that underlie this theme: this means scores may be slightly different to those published in previous years. See Annex A for more information (page 21).

Engagement index | My work | Objectives and purpose* | My manager | My team | Learning and development | Inclusion and fair treatment | Resources and workload* | Pay and benefits | Leadership and managing change*
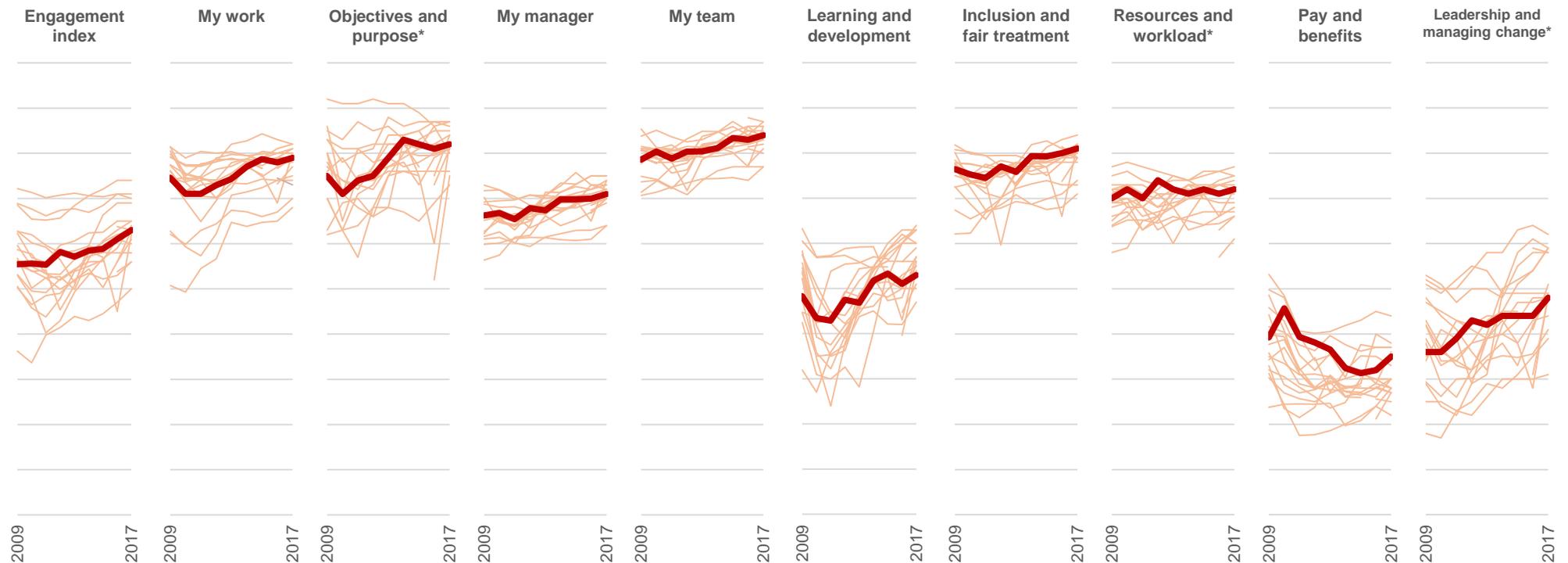
ANNEX A: Changes to People Survey theme scores in 2017

Small changes have been made to three of the headline People Survey indicators in 2017. These theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are now based on one fewer question than in previous years.

The questions that have been removed in 2017 are:

- I have a clear understanding of my organisation's purpose (Organisational objectives and purpose theme);
- In my job, I am clear what is expected of me (Resources and workload theme);
- I feel that my organisation as a whole is managed well (Leadership and managing change theme).

These questions were identified as suitable for removal, in consultation with participating organisations. Their removal has allowed the addition of new questions elsewhere in the survey, which help the survey to continue to meet business needs.

This departmental trend report shows scores for all departments from 2009-2016, which have been adjusted to reflect changes to the question lists in 2017: this means scores may differ slightly from those published in previous years.

In general, scores based on revised question lists tend to be slightly lower than scores from previous years. The trends in theme scores over time tend to remain very similar.

Theme scores published in previous years, which include the removed questions, can be found in last year's department trend report (published here).