

Civil Service People Survey

Summary of main department scores 2009 to 2019

January 2020

Civil Service People Survey 2009 to 2019: summary of organisational performance

Highest organisation score each year

Lowest organisational score each year

Upper quartile of organisation scores each year

Lower guartile of organisation scores each year

Civil Service benchmark (median organisation score)

This report shows the engagement index and theme scores from the 2019 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 orange line, whilst the others appear as thin orange 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.

	Employee	engagement index	, and the second s	My work	Organisational	objectives and purpose		My manager		My team	Learning and	development	Inclusion and	fair treatment	Resources and	workload	Pay and	benefits	Leadership	anu managing change
CS	2009	2019	2009	2019	2009	2019	2009	2019	2009	2019	2009	2019	2009	2019	2009	2019	2009	2019	2009	2019
median	58%	63%	75%	77%	80%	83%	64%	71%	76%	82%	50%	55%	74%	79%	70%	74%	37%	34%	37%	49%

100%

Cabinet Office

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Employee engagement index	62%	57%	56%	60%	61%	62%	63%	65%	65%	66%	65%
My work	81%	74%	75%	79%	80%	80%	78%	79%	79%	78%	77%
Organisational objectives and purpose	70%	63%	64%	68%	68%	67%	65%	69%	73%	77%	74%
My manager	70%	65%	64%	67%	68%	68%	68%	69%	70%	71%	71%
My team	85%	81%	81%	83%	85%	85%	83%	85%	85%	84%	84%
Learning and development	54%	39%	38%	42%	44%	49%	48%	50%	55%	55%	53%
Inclusion and fair treatment	80%	73%	72%	77%	78%	78%	78%	80%	79%	79%	79%
Resources and workload	72%	68%	68%	71%	71%	73%	73%	73%	72%	73%	73%
Pay and benefits	44%	34%	29%	28%	28%	27%	27%	29%	28%	32%	30%
Leadership and managing change	39%	33%	35%	38%	39%	43%	38%	43%	44%	50%	47%
Response rate	86%	83%	93%	91%	95%	89%	86%	87%	89%	90%	90%
manager My team	Learning develop			ion and eatment		ources a orkload	nd	Pay an benefit		Leaders managing	

Data notes:

Data prior to 2018 excludes Civil Service HR, this is highlighted by the break in the trend-line and a vertical border in the table. See page 21 for further details about organisational coverage.

Chart notes:

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

Engagement index	My work	Objectives an purpose	d My manager	My tean	n	Learning and development		nclusion and air treatment	Resources an workload	d	Pay and benefits		Leadership and managing change	е
2009	5000	5003	2019	2019	2019	5000	2009	2019	2009	2019	2009	2019	2009	101

															2016	2017	2018	2019
Departi	ment f	\mathbf{O}	r Rusir	٦F	222						Employee enga	.gei	ment index		54%	56%	62%	62%
											My work				77%	79%	80%	78%
Energy	& Ind	75	strial St	tr	ategy						Organisational o purpose	obje	ectives and		52%	75%	80%	80%
											My manager				69%	70%	73%	73%
										l	My team				81%	82%	84%	85%
											Learning and de	eve	lopment		56%	59%	64%	64%
											Inclusion and fa	uir t	reatment		79%	80%	83%	83%
Data notes: BEIS was formed i	in 2016. See page	21	for further details								Resources and	WC	orkload		71%	71%	74%	75%
about organisation										l	Pay and benefit	S			26%	25%	37%	39%
Chart notes: Each chart shows Bold lines denote t	trend lines for the the organisation f	mai eatui	n departments. red on this slide.								Leadership and change	m	anaging		41%	51%	57%	57%
										1	Response rate				86%	90%	95%	92%
Engagement index	My work		Objectives and purpose	1	My manager		My team		Learning and development		Inclusion and fair treatment		Resources ar workload	nd	Pay ar benefi		Leaders managin	
2009	2009	2019	2009	2019	2009	50 13 E	2009	50 IA	2009 2019	2	2009	61.0Z	2009	2019	2009	2019	2009	2019

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_							2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Depart	ment f	or		Employee	engagement	inde>	x 56%	54%	54%	45%	51%	60%	66%	69%	69%	70%	69%
Diaital	Cultur	e, Media	A	My work			74%	75%	74%	70%	72%	78%	79%	81%	82%	79%	77%
		c, would	1	Organisat purpose	ional objective	es and	d 63%	69%	70%	66%	68%	83%	81%	86%	80%	85%	81%
and Sp	ort			My manag	ger		62%	66%	66%	63%	65%	67%	69%	73%	72%	72%	71%
				My team			78%	81%	78%	72%	79%	80%	82%	86%	83%	84%	84%
				Learning a	and developm	ent	42%	31%	30%	33%	28%	40%	54%	52%	57%	59%	58%
				Inclusion	and fair treatm	nent	73%	73%	74%	60%	74%	78%	81%	83%	84%	83%	82%
				Resource	s and workloa	d	65%	68%	68%	66%	60%	66%	71%	73%	73%	72%	74%
Object a start				Pay and b	penefits		32%	30%	28%	26%	24%	25%	30%	30%	30%	33%	32%
		main departments. eatured on this slide.		Leadershi change	p and managi	ng	34%	41%	39%	29%	31%	49%	58%	61%	59%	57%	53%
				Response	e rate		91%	69%	67%	41%	66%	91%	96%	98%	98%	91%	97%
Engagement index	My work	Objectives and purpose	My	/ manager	My team		Learning develop			sion and eatment		ources a vorkload	nd	Pay an benefit		Leaders managing	
2009	2009	2019 2009 2019 2019	2009	2019	2009	2019	2009	2019	2009	0100	20.09		2019		2019	2009	2019

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								2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Depart	ment	fo	r		Employ	ee e	ngagement index	63%	60%	59%	56%	51%	58%	60%	62%	63%	65%	69%
Educat					My work	k		80%	76%	75%	73%	74%	77%	78%	78%	78%	79%	81%
Luuuu					Organis purpose		nal objectives and	86%	71%	81%	78%	79%	84%	85%	80%	81%	83%	84%
					My mar		r	73%	72%	70%	69%	68%	71%	73%	72%	74%	75%	77%
					My tean	n		84%	85%	84%	83%	83%	85%	86%	84%	84%	85%	88%
					Learnin	g an	d development	56%	43%	45%	42%	46%	54%	56%	56%	56%	60%	65%
					Inclusio	n an	id fair treatment	82%	80%	79%	77%	73%	77%	79%	80%	81%	83%	85%
					Resource	ces a	and workload	73%	73%	73%	71%	68%	70%	71%	71%	72%	74%	78%
Chart notes:					Pay and	d bei	nefits	53%	48%	41%	40%	41%	42%	43%	45%	44%	47%	50%
Each chart shows Bold lines denote					Leaders change		and managing	48%	44%	41%	36%	32%	42%	47%	47%	48%	53%	57%
					Respon	se ra	ate	82%	85%	89%	92%	91%	95%	88%	93%	88%	91%	91%
Engagement index	My wor	'k	Objectives ar purpose	ld	My manager		My team	Learnin develop			sion and reatment		ources a vorkload	nd	Pay an benefit		Leaders managing	
2009	2009	2019	2009	2019	2009	2019	2009	2009	2019	2009	0700	2009		2019		2019	2009	2019

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_											2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Depart	me	ent f	Oľ				Employe	e e	ngagement ind	dex	55%	54%	52%	50%	52%	54%	50%	56%	61%	61%	63%
Enviror	٦m	ent	F	ood a	n	Р	My work				77%	75%	74%	74%	76%	77%	75%	77%	79%	77%	77%
			1				Organisa purpose	tior	nal objectives a	and	77%	74%	73%	72%	77%	78%	73%	79%	81%	78%	79%
Rural A	118	ars					My mana	age	r		63%	65%	64%	65%	68%	70%	69%	70%	71%	70%	70%
							My team				81%	81%	80%	79%	82%	82%	82%	82%	84%	83%	84%
							Learning	an	d developmen	ıt	52%	42%	35%	36%	45%	52%	47%	48%	57%	55%	57%
							Inclusion	an	d fair treatmer	nt	76%	75%	75%	75%	76%	77%	75%	78%	82%	80%	81%
							Resource	es a	and workload		71%	73%	71%	68%	71%	73%	70%	69%	69%	67%	68%
Chart notes:							Pay and				49%	41%	31%	28%	31%	26%	27%	26%	30%	34%	33%
Each chart shows Bold lines denote							Leadersh change	nip	and managing	J	35%	37%	33%	32%	35%	38%	33%	42%	48%	45%	47%
	0						Respons	e ra	ate		74%	79%	78%	68%	87%	87%	84%	89%	85%	72%	76%
Engagement index		My work		Objectives ar purpose	nd	My	manager		My team		Learning develop	-		sion and reatment		ources a vorkload		Pay an benefi		Leaders managing	
2019	2009		2019	2009	2019	2009	C	20 12	5000	2019	2009	2019	2009		2009		2019		2019	2009	2019

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															2016	2017	2018	2019
Depar	tr	nent f	O	r Exitir	٦C							Employee engage	ement index		64%	63%	68%	64%
the Eu												My work			74%	73%	77%	73%
		реан										Organisational ob purpose	jectives and		73%	81%	85%	81%
												My manager			67%	69%	73%	72%
												My team			88%	87%	90%	88%
												Learning and dev	elopment		40%	54%	68%	63%
												Inclusion and fair	treatment		81%	79%	83%	82%
Data notes: DExEU was forn	ned	in 2016. See pa	ne 2	1 for further detai	ils							Resources and w	orkload		57%	61%	70%	69%
about organisati			902									Pay and benefits			28%	27%	34%	43%
Chart notes: Each chart show Bold lines denot												Leadership and m change	nanaging		59%	58%	64%	62%
												Response rate			85%	94%	92%	93%
Engagement index		My work		Objectives an purpose	ld	My manager		My team	_	Learning and development		Inclusion and fair treatment	Resources ar workload	nd	Pay ar benefi		Leaders managin	ship and g change
2009	50.18	2009	2019	2009	2019	2009	2013	2009	2019	2009	2019	2009	2009	2019	2009	2019	2009	2019

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							2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Departi	ment c	of Health	า	Employe	e engag	ement inde	x 60%	55%	53%	53%	57%	58%	57%	45%	62%	63%	66%
and So			-	My work			76%	71%	73%	74%	75%	77%	75%	69%	80%	77%	80%
and Su	Cial Ca			Organisa purpose	tional of	ojectives an	d 80%	71%	68%	66%	75%	76%	75%	60%	82%	85%	85%
				My mana	ıger		69%	68%	68%	67%	69%	71%	70%	65%	74%	73%	73%
				My team			79%	78%	78%	78%	80%	81%	80%	77%	86%	85%	86%
				Learning	and dev	velopment	55%	43%	42%	39%	47%	52%	53%	43%	56%	60%	63%
				Inclusion	and fair	r treatment	78%	75%	76%	76%	77%	78%	77%	66%	82%	80%	82%
				Resource	es and v	vorkload	72%	73%	71%	70%	72%	72%	71%	66%	72%	73%	75%
				Pay and	benefits	i	50%	48%	40%	34%	35%	32%	32%	29%	36%	33%	39%
		main departments. atured on this slide.		Leadersh change	nip and r	managing	42%	34%	34%	32%	39%	40%	38%	28%	49%	50%	55%
				Response	e rate		79%	67%	73%	75%	70%	69%	80%	67%	78%	77%	87%
Engagement index	My work	Objectives an purpose	d I	My manager	N	ly team	Learning develop			ion and eatment		ources a orkload	nd	Pay and benefit		Leadersl managing	
2009 2019	50 03	20 19 20 09	2019 2009	2019	2009	2019	2009	2019	2009	010	2009		2019 2009		2019	2009	2019

In

								2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Depart	ment	fo	r		Employe	e e	engagement inde	x 72%	71%	70%	71%	71%	71%	70%	71%	71%	72%	69%
					My work	(81%	79%	80%	80%	80%	79%	80%	80%	80%	80%	78%
Interna		•			Organisa purpose		nal objectives an	d 92%	91%	91%	92%	91%	91%	89%	86%	87%	87%	84%
Develo	pmei	nt			My mana	age	er	72%	72%	70%	71%	71%	70%	71%	71%	72%	73%	72%
					My team	١		81%	81%	82%	80%	79%	79%	80%	81%	80%	81%	79%
					Learning) ar	nd development	63%	57%	57%	59%	59%	59%	52%	60%	63%	61%	51%
					Inclusion	n ar	nd fair treatment	81%	80%	79%	79%	79%	78%	78%	78%	78%	78%	76%
					Resourc	es	and workload	75%	76%	74%	73%	74%	74%	72%	73%	72%	71%	72%
					Pay and			42%	40%	38%	36%	40%	38%	36%	37%	37%	39%	33%
Chart notes: Each chart show					Leadersl change	hip	and managing	51%	49%	52%	55%	54%	49%	49%	49%	49%	51%	45%
Bold lines denote	the organisati	on featur	ed on this slide.		Respons	se r	ate	86%	89%	89%	89%	88%	81%	85%	88%	85%	85%	82%
Engagement index	My wo	ork	Objectives an purpose	d	My manager	_	My team	Learnin develop			sion and reatment		ources a vorkload	nd	Pay an benefit		Leaders managing	
2009	20 09	2019	2009	2019	5000	2019	20 09	2009	2019	2009	0100	2009		2019		2019	2009	2019

													2016	2017	2018	2019
Departi	ment f	O	C						Er	mployee engage	ement index		56%	63%	64%	65%
Interna										ly work			73%	77%	79%	78%
Interna	lional	Iſ	aue)rganisational ob urpose	ectives and		75%	84%	86%	85%
									Μ	ly manager			67%	70%	71%	71%
									Μ	ly team			78%	81%	82%	81%
									Le	earning and dev	elopment		45%	51%	55%	59%
									In	nclusion and fair	treatment		74%	79%	79%	80%
Data notes: DIT was formed in	2016 See page 2	1 for	further details						Re	lesources and w	orkload		63%	66%	69%	71%
about organisation									Pa	ay and benefits			21%	27%	24%	24%
Chart notes: Each chart shows Bold lines denote t	trend lines for the the organisation fe	maii eatur	n departments. ed on this slide.							eadership and n hange	nanaging		31%	48%	50%	51%
									Re	lesponse rate			83%	87%	89%	93%
Engagement index	My work		Objectives and purpose	My manage	r	My team		Learning and development		Inclusion and fair treatment	Resources a workload		Pay a benef			ship and g change
2009	2009	2019	2009	2009	2019	2009	2019	2009	2019	20 09	2009	2019	2009	2019	2009	2019

										2009	2010	2011	2012	2013	2014	2015	5 2016	2017	2018	2019
Depar	tr	nent f	0	C C C C C C C C C C C C C C C C C C C		Employe	ee	engagement ind	lex	57%	50%	52%	53%	50%	57%	61%	63%	65%	64%	64%
Transp						My work				77%	74%	75%	76%	77%	79%	80%	80%	81%	80%	79%
nansp	JC	ЛС				Organisa purpose		nal objectives a	and	80%	65%	75%	76%	77%	79%	81%	82%	82%	83%	79%
						My mana		er		66%	66%	67%	67%	66%	69%	69%	70%	71%	72%	73%
						My team	l			79%	80%	81%	82%	81%	82%	84%	82%	83%	82%	82%
						Learning	ar	nd development	t	58%	42%	43%	49%	48%	54%	58%	60%	64%	64%	63%
						Inclusion	ı ar	nd fair treatmen	t	78%	75%	78%	77%	73%	77%	79%	80%	82%	81%	82%
						Resource	es	and workload		72%	72%	68%	71%	68%	71%	72%	74%	75%	74%	75%
						Pay and	be	enefits		38%	39%	32%	35%	27%	32%	35%	35%	33%	31%	34%
Chart notes: Each chart show Bold lines denot						Leaderst change	nip	and managing		43%	37%	43%	41%	39%	45%	51%	54%	59%	56%	58%
Dold lines deno		e organisation n	catui	eu on tins silde.		Respons	se r	rate		89%	80%	88%	88%	78%	80%	83%	85%	89%	94%	92%
Engagement index	-	My work		Objectives an purpose	d	My manager		My team		Learning develop			sion and eatment		ources a vorkload	nd	Pay an benefi		Leaders managing	
50000	5019	2009	2019	2009	2019	2009	20 12	2009	0107	2009	2019	2009	0100	2009		2019	0 0 0 1	2019	2009	2019

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										2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Depar	tr	nent f	0	r Worł	<	Employ	ee e	engagement inc	lex	51%	46%	44%	48%	54%	55%	56%	61%	60%	59%	59%
and P						My wor	k			63%	59%	57%	62%	71%	71%	72%	74%	75%	73%	72%
	CI	1010110	כ			Organis purpose		onal objectives a	and	77%	74%	72%	77%	84%	84%	85%	87%	86%	85%	84%
						My mar	nage	er		62%	63%	60%	64%	71%	71%	73%	75%	75%	74%	73%
						My tear	n			74%	74%	72%	76%	82%	83%	85%	86%	86%	85%	85%
						Learnin	g ar	nd development	t	47%	36%	32%	39%	49%	53%	59%	62%	60%	61%	60%
						Inclusio	n ai	nd fair treatmen	ıt	73%	69%	65%	70%	76%	76%	77%	79%	80%	79%	79%
						Resource	ces	and workload		66%	67%	63%	66%	72%	71%	72%	73%	74%	74%	75%
						Pay and	d be	enefits		33%	24%	22%	24%	31%	28%	29%	40%	38%	37%	36%
Each chart sho	Chart notes: Each chart shows trend lines for the main departments. Bold lines denote the organisation featured on this slide.					Leaders change	-	and managing		29%	24%	22%	29%	39%	40%	43%	48%	48%	46%	45%
	U U			Respon	ise i	rate		68%	67%	65%	66%	62%	60%	73%	68%	69%	68%	67%		
Engagement index	My work		Objectives ar purpose	nd	My manager		My team		Learning develop			sion and eatment		ources a vorkload		Pay an benefi		Leaders managing		
2009	2019	2009	2019	20 09	20 19	5003	2019	2009	50 IA	2009	2019	2009		2009		2019		2019	2009	2019

Foreign and Commonwealth Office

Objectives and purpose	My manager	My team	Learning develop			sion and eatment		ources a vorkload	nd	Pay an benefit		Leaders	
d on this slide.	Response	rate	85%	88%	89%	91%	90%	86%	79%	84%	86%	87%	85%
departments.	Leadership change	and managing	53%	51%	47%	50%	50%	48%	55%	58%	58%	60%	61%
	Pay and be	enefits	35%	33%	31%	31%	30%	27%	26%	28%	30%	29%	32%
	Resources	and workload	77%	78%	77%	76%	75%	74%	75%	76%	77%	77%	78%
	Inclusion a	nd fair treatment	78%	78%	77%	78%	78%	78%	78%	79%	79%	79%	80%
	Learning a	nd development	61%	57%	57%	57%	56%	54%	56%	60%	60%	61%	61%
	My team		81%	81%	81%	81%	81%	81%	81%	82%	83%	82%	83%
	My manag	er	69%	69%	70%	71%	70%	70%	71%	72%	73%	73%	73%
1	Organisation purpose	onal objectives and	83%	81%	81%	82%	82%	82%	81%	82%	84%	84%	84%
	My work		79%	77%	77%	79%	79%	79%	79%	80%	80%	80%	80%
	Employee	engagement index	69%	68%	66%	67%	68%	67%	68%	71%	70%	72%	72%
			2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019

Chart notes:

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

Engagement index	My work	Objectives and purpose	My manager	My team	n	Learning and development	1	Inclusion and fair treatment	Resources and workload	d Pay and benefits		Leadership and managing change
2009	2009	2019	2009	2019 2009	2019	5000	2019	2019	2009	2019	2019	2009

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							2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
HM Re	venue	8 (ι		Employ	ee e	engagement inde>	36%	34%	40%	41%	44%	43%	45%	47%	50%	49%	49%
		-	-		My worl	k		51%	49%	54%	57%	65%	64%	65%	65%	68%	67%	66%
Custor	115				Organis purpose		onal objectives and	d 62%	63%	71%	73%	79%	77%	78%	80%	82%	80%	79%
					My mar	nage	er	56%	57%	61%	62%	66%	64%	65%	67%	70%	69%	69%
					My tear	n		71%	74%	77%	78%	82%	81%	83%	83%	84%	82%	82%
					Learning	g ar	nd development	32%	27%	36%	41%	45%	46%	50%	53%	55%	54%	52%
					Inclusio	n ar	nd fair treatment	62%	62%	67%	69%	71%	69%	70%	71%	74%	73%	72%
					Resourc	ces	and workload	58%	59%	65%	66%	68%	63%	64%	66%	68%	68%	68%
					Pay and	d be	enefits	24%	24%	25%	24%	25%	20%	21%	24%	22%	22%	20%
Chart notes: Each chart shows Bold lines denote					Leaders change		and managing	18%	17%	23%	25%	29%	28%	31%	35%	39%	38%	37%
	Bold lines denote the organisation featured on this slide.			Respon	ise i	rate	64%	69%	52%	60%	43%	53%	65%	69%	67%	64%	60%	
Engagement index	My work		Objectives ar purpose	nd	My manager		My team	Learnir develo			sion and reatment		ources a vorkload		Pay an benefit		Leaders managing	
20 09 20 19	20 09	2019	2009	2019	2009	2019	2009 2019	2009	2019	20 09	0	2009		2019		2019	2009	2019

					2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019		
HM Tre	asury		Employee	engagement index	69%	65%	65%	66%	68%	71%	72%	2016 2017 2018 2019 74% 74% 75% 74% 83% 82% 81% 80% 87% 87% 87% 85% 73% 73% 73% 75% 85% 84% 84% 84% 63% 84% 84% 84% 63% 63% 61% 62% 76% 75% 75% 75% 64% 81% 82% 84% 64% 62% 63% 64% 93% 94% 98% 98% Leaderst-pane"4" 93% 94% 98% 98% Pay and benefits Leaderst-pane"4" 10% 10% 93% 94% 98% 10% 10% 93% 94% 98% 10% 10% 93% 94% 98% 10% 10% 93% 94% 98% 10% 10% 93% 94% 94% 10% 10% 94% 94					
			My work		81%	75%	78%	78%	82%	83%	84%	83%	74% 75% 82% 81% 87% 87% 73% 73% 73% 73% 73% 73% 84% 84% 63% 61% 81% 82% 84% 84% 63% 61% 63% 61% 63% 63% 63% 63% 62% 63% 62% 63% 94% 98% 84 84%	80%			
			Organisati purpose	ional objectives and	83%	78%	80%	81%	88%	86%	87%	87%	87%	87%	85%		
			My manag	ger	67%	65%	64%	67%	71%	73%	76%	73%	73%	73%	75%		
			My team		81%	79%	79%	79%	84%	85%	87%	85%	84%	84%	84%		
			Learning a	and development	57%	49%	44%	49%	54%	55%	60%	63%	63%	61%	62%		
			Inclusion a	and fair treatment	77%	74%	73%	76%	77%	82%	83%	81%	81%	82%	82%		
			Resources	s and workload	69%	69%	70%	72%	75%	74%	76%	76%	75%	75%	77%		
			Pay and b	penefits	31%	24%	18%	18%	19%	20%	22%	24%	28%	29%	28%		
Chart notes: ach chart shows trend lines for the main departments. old lines denote the organisation featured on this slide			Leadershi change	p and managing	52%	50%	50%	54%	58%	58%	63%	64%	62%	63%	64%		
Bold lines denote the organisation featured on this slide.		Response	rate	85%	81%	85%	89%	89%	89%	90%	93%	94%	98%	98%			
Engagement My work index		Objectives and purpose	My manager	My team	Learnin develop			sion and eatment		ources a /orkload	nd						
		20 19 20 19 20 19 20 20 20 20 20 20 20 20 20 20 20 20 20	2009	2009 2019	2009	2019	2009	010	2009		2019 2009		2019	2009			

Civil Service People Survey: Summary of main department scores 2009-2019

Home C

					2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Home (Office		Employee	engagement index	50%	47%	49%	49%	52%	53%	52%	53%	56%	56%	58%
			My work		62%	60%	63%	64%	67%	67%	66%	67%	70%	70%	70%
			Organisati purpose	ional objectives and	75%	71%	75%	75%	79%	80%	79%	80%	81%	81%	81%
			My manag	ger	60%	60%	61%	61%	61%	61%	61%	61%	64%	65%	67%
			My team		71%	71%	72%	73%	74%	74%	75%	74%	77%	77%	78%
Data notes:			Learning a	and development	45%	35%	35%	37%	44%	45%	42%	42%	47%	50%	51%
		ate surveys across its	Inclusion a	and fair treatment	67%	65%	67%	68%	69%	69%	68%	68%	71%	72%	73%
changes. The resu from these five sur	Its on this page are	the combined results	Resources	s and workload	64%	65%	65%	65%	66%	65%	64%	64%	66%	68%	69%
about organisation			Pay and b	penefits	30%	27%	26%	25%	27%	28%	28%	28%	27%	26%	28%
	trend lines for the r he organisation fea	nain departments. Itured on this slide.	Leadershij change	p and managing	29%	26%	30%	30%	34%	35%	35%	36%	41%	42%	43%
			Response	rate	69%	53%	47%	47%	51%	51%	51%	53%	58%	60%	60%
Engagement index			My manager	My team	Learning develop			sion and eatment		ources an orkload	nd	Pay an benefit		Leadersl managing	
2009	2009	2019	2009	2009	2009	2019	2009	0100	2009		2019 2009		2019	2009	2019

Ministry of De

					2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Ministry	/ of De	fence	Employee	engagement index	59%	58%	53%	52%	54%	57%	58%	58%	58%	61%	63%
			My work		75%	74%	71%	70%	73%	73%	74%	74%	74%	76%	77%
			Organisation purpose	onal objectives and	76%	79%	74%	74%	76%	76%	76%	76%	76%	76%	79%
			My manag	er	61%	61%	60%	59%	61%	62%	63%	63%	64%	66%	67%
			My team		75%	74%	72%	71%	74%	76%	77%	77%	77%	78%	79%
			Learning a	nd development	58%	51%	45%	44%	49%	51%	52%	50%	50%	52%	56%
			Inclusion a	nd fair treatment	75%	74%	71%	70%	72%	73%	74%	73%	73%	76%	77%
			Resources	and workload	69%	70%	68%	63%	65%	66%	67%	67%	67%	69%	70%
			Pay and b	enefits	40%	39%	32%	28%	29%	30%	31%	30%	28%	30%	33%
	trend lines for the n		Leadership change	o and managing	25%	25%	23%	22%	26%	30%	30%	30%	31%	35%	39%
Bold lines denote the organisation featured on this slide.		Response	rate	49%	43%	44%	37%	50%	51%	55%	59%	60%	62%	67%	
Engagement index			My manager	My team	Learnin develop			sion and eatment		ources a vorkload	nd	Pay an benefit		Leaders managing	
2009	2009	2009	2009	2009	2009	2019	2009	0100	2009		2019 2009		2019	2009	2019

Minis Comr Gove

						2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019		
Ministry	/ of Ho	busina.		Employe	e enga	gement inde	ex	53%	48%	40%	43%	49%	53%	57%	59%	64%	66%	65%
Comm				My work				74%	69%	65%	70%	76%	78%	77%	79%	81%	82%	78%
		a Luca	u	Organisa purpose	tional	objectives ar	nd	70%	63%	57%	68%	75%	80%	83%	85%	85%	87%	83%
Govern	iment			My mana	ager			66%	66%	63%	67%	71%	73%	73%	75%	75%	76%	73%
				My team				79%	79%	76%	76%	82%	82%	83%	84%	87%	87%	86%
				Learning	and d	evelopment		52%	35%	24%	38%	47%	55%	58%	61%	63%	64%	61%
				Inclusion	and fa	air treatment		76%	72%	67%	70%	76%	77%	77%	79%	82%	84%	82%
				Resourc	es and	workload		68%	69%	63%	65%	70%	73%	72%	73%	72%	74%	74%
				Pay and				46%	43%	35%	32%	36%	30%	38%	37%	37%	40%	39%
	Chart notes: Each chart shows trend lines for the main departments. Bold lines denote the organisation featured on this slide.					l managing		38%	29%	26%	32%	40%	50%	52%	54%	59%	61%	58%
	Bold lines denote the organisation featured on this slide.			Respons	e rate			73%	81%	76%	77%	78%	77%	82%	82%	90%	94%	97%
Engagement index			d	My manager		My team		Learning develop			ion and eatment		ources ar orkload	nd	Pay an benefit		Leadersl managing	
2009	2009	2019	2019	Ç	2009	2019		6007	2019	2009	0100	2009		2019 2009		2019	2009	2019

Ministry of Group

					2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Ministry	of Jus	stice	Employee	engagement index	51%	53%	53%	52%	52%	52%	53%	54%	56%	57%	59%
-			My work		66%	67%	67%	66%	67%	68%	70%	71%	72%	72%	73%
Group			Organisati purpose	onal objectives and	65%	74%	73%	72%	73%	75%	77%	78%	% 56% 57% % 72% 72% % 79% 77% % 65% 65% % 78% 77% % 46% 48% % 72% 72% % 46% 48% % 72% 72% % 68% 68% % 21% 22% % 39% 39% % 48% 49% and efits Leadersh managing	78%	
			My manag	jer	57%	59%	60%	58%	58%	59%	62%	63%	65%	65%	66%
			My team		71%	73%	73%	72%	74%	74%	77%	77%	78%	77%	78%
			Learning a	and development	43%	41%	40%	40%	41%	42%	44%	44%	46%	48%	51%
Data notes:			Inclusion a	and fair treatment	66%	68%	68%	66%	67%	67%	70%	71%	72%	72%	74%
The results on this		nbined results of the ee page 21 for further	Resources	s and workload	66%	69%	69%	68%	66%	66%	67%	67%	68%	68%	70%
details about organ			Pay and b		27%	30%	27%	26%	26%	24%	25%	24%	21%	22%	25%
Chart notes: Each chart shows t Bold lines denote th			Leadershi change	o and managing	26%	29%	29%	30%	34%	34%	35%	35%	39%	39%	42%
	Bold lines denote the organisation featured on this slide.		Response	rate	60%	47%	55%	62%	54%	56%	51%	46%	48%	49%	49%
Engagement index			My manager	My team	Learnin develop			sion and eatment		ources a vorkload	nd	Pay an benefit			
2009	2009	2009 2019	2009	2009 2019	2009	2019	2009	0100	2009		2019 2009		2019	2009	2019

Notes on organisation coverage

The Civil Service People Survey runs in over 100 government departments and agencies each year. Typically departments and their respective agencies complete separate surveys. The figures in this report provide the result for the central department excluding their agencies, except for the Ministry of Justice and the Home Office where operational agencies/directorates are included.

You can download the results for all participating organisations from 2009 onwards from GOV.UK: https://www.gov.uk/government/collections/civilservice-people-survey-hub

Over time machinery of government changes have changed the composition of civil service organisations. Unless otherwise stated no adjustments have been made to account for these changes.

Cabinet Office

Prior to 2019 Civil Service HR participated separately from the Cabinet Office. The scores for Cabinet Office in 2018 have been amended to include Civil Service HR to provide valid trend comparison with the 2019 figures.

Department for Business, Energy and Industrial Strategy (BEIS)

BEIS was formed in 2016 from the Department for Business, Innovation and Skills (BIS) and the Department for Energy and Climate Change (DECC).

Department for Exiting the European Union (DExEU)

DExEU was formed in 2016 from parts of the Cabinet Office and the Foreign and Commonwealth Office.

Department for International Trade (DIT)

DIT was formed in 2016 from part of the Department for Business, Innovation and Skills and UK Trade and Investment.

Home Office

The operational directorates of the Home Office (Border Force, HM Passport Office, Immigration Enforcement and UK Visas and Immigration) conduct separate surveys from the Home Office policy headquarters. This is a legacy from when these entities were executive agencies of the Home Office. In this report the results for the Home Office from 2009 onwards are the combined scores of all five Home Office surveys.

Ministry of Justice (MOJ)

In this report the results for the Ministry of Justice from 2009 onwards are the combined scores of the Ministry of Justice (referred to in other published documents as MOJ HQ) and its executive agencies.

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This document can also be viewed on our website: https://www.gov.uk/government/collections/civil-service-people-survey-hub