



SCS Survey 2006

Department for Trade and Industry Highlights Report

Results Summary	
Number of Respondents:	163
Response Rate:	68%
Engagement Index Score:	73%

Contents

- 1 Introduction
- 2 Highest and Lowest Scoring Questions
- 3 Engagement Index Results
- 4 Comparison to External Benchmark
- 5 Comparison to 2004
- 6 Common Core Questions
- 7 All Questions
- 8 Demographic Summary

1. Introduction

The Survey

The SCS Survey 2006 was carried out in October 2006 using an online survey and where necessary, paper questionnaires.

The aim of the survey is to find out what senior leaders in the Civil Service think about:

- leadership in the Senior Civil Service.
- working in the Senior Civil Service.
- what improvements need to be made.

The results of this survey will provide a measure of progress since the 2004 SCS survey and will inform future strategy both corporately and within departments.

This Report

This report is designed to provide Department for Trade and Industry with actionable data from the survey. It summarises the views of Department for Trade and Industry SCS members being reported on and presents comparative data to help put the results into perspective.

Within the report a figure that is frequently used is the favourable percentage. This is the measure of all positive responses to a question.

For example, if a question is phrased positively, the favourable percentage is the sum of the "Strongly agree" and "Agree" responses, divided by the number of respondents who answered the question.

Benchmarking

ORC International's benchmarking database, ORC Perspectives, contains survey data from 90 commonly used employee opinion questions from around 200 UK organisations, comprising 1.4 million individual responses. In this report scores are compared to those collected for other organisations from respondents at a suitably senior level within the organisation.

Anonymity

It is ORC International's practice not to allow the breakdown of groups to the extent where the anonymity of individuals may be compromised. In this survey, groups where less than 10 people responded will not receive an individual report. However, their data will contribute to the scores for any other departments that they belong to and to the scores overall.

Rounding

Scores are presented in these reports as whole numbers for ease of reading. In order to give maximum accuracy numbers are rounded at the last stage of calculation. This may on occasion result in percentages not totalling exactly 100%. In a few cases this may cause an apparent discrepancy of one percentage point.

2. Highest and Lowest Scoring Questions

The results in this section show the % favourable scores for the best and worst performing survey questions. Also shown is the variance from the results for the survey overall.

Only questions that used the 'Strongly agree' to 'Strongly disagree' response scale are shown in this section.

Highest Favourable Scores		
Question	% Favourable	Variance from Senior Civil Service overall
3. I understand how my work contributes to the objectives of the Department	98	0
49. I am committed to seeing my Department succeed	95	-3
24. I feel confident I have the leadership skills required to do my current job effectively	93	+5
36. My job gives me a feeling of personal accomplishment	93	+3
26. I have challenging work objectives	93	0

Lowest Favourable Scores		
Question	% Favourable	Variance from Senior Civil Service overall
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	27	-12
40. The way pay is determined is clear and transparent	27	-5
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	30	-11
29. Poor performance is dealt with effectively in my Department	38	+19
21. The Executive Board/Management Board/Top team in my Department model a culture of effective teamwork	39	+13

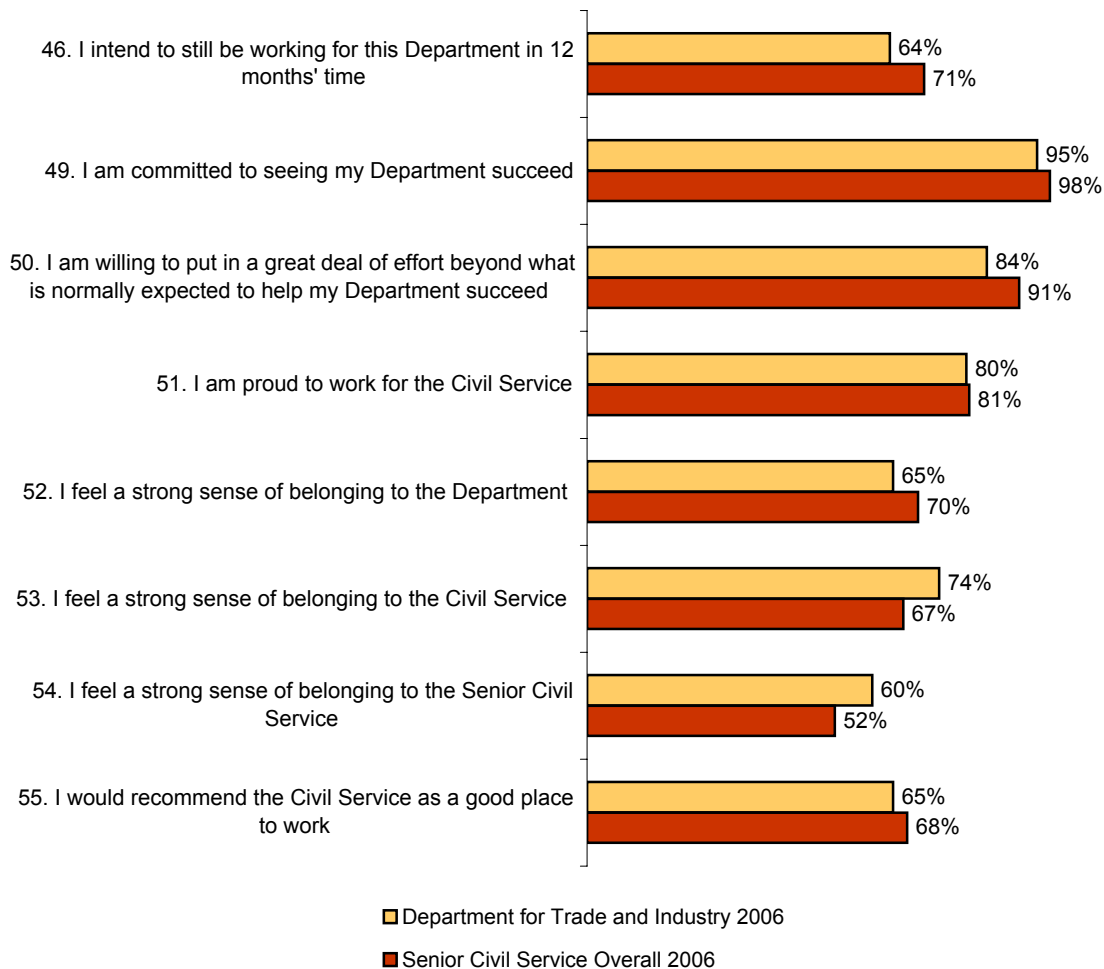
3. Engagement Index Results

For the 2006 SCS Survey we have asked questions which go beyond looking at how satisfied SCS members are with working for their Department/Agency and the Civil Service, to measure engagement with the Civil Service and their Department. Engagement is defined using the following Say, Stay, and Strive terms:

- 'Say': Speaking positively about, and being a good advocate of, the organisation
- 'Stay': Commitment to the organisation
- 'Strive': Being keen to help the organisation be successful and going the 'extra mile' to help achieve this.

The following questions measure these engagement elements:

Engagement Index Score: 73%



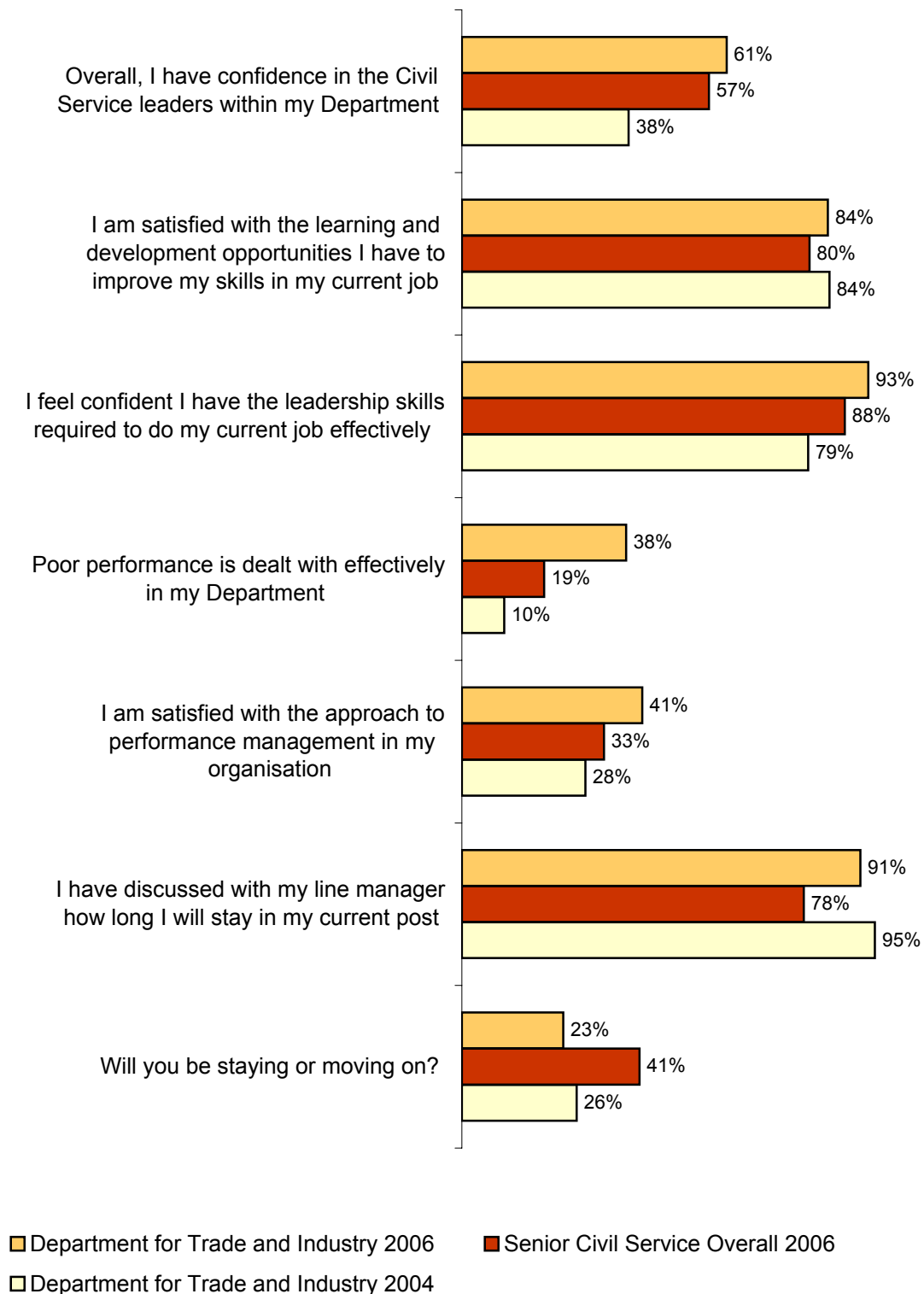
4. Comparison to External Benchmark

ORC International holds a database of survey results for the purpose of providing external benchmark norms. This page shows how your results compare to those of the Central Government benchmark norms for all questions where benchmark data is available. Questions where there is no data available are compared to the Perspectives benchmark score, and are marked with a *.

Questions	% Favourable	Variance from Benchmark
3. I understand how my work contributes to the objectives of the Department	98	+13
4. The Department as a whole is well managed	61	+33
5. I feel change is managed well in this Department	44	+18
6. I think it is safe to speak up and challenge the way things are done in the Department	60	+16
7. Overall, I have confidence in the Civil Service leaders within my Department	61	+26
18. The Executive Board/Management Board/Top team in my Department provide effective leadership	53	+20
19. The Executive Board/Management Board/Top team in my Department are sufficiently visible in this organisation	48	+7
22. I am satisfied with the learning and development opportunities I have to improve my skills in my current job	84	+17
23. My performance has improved as a result of skills I have developed over the past year	84	+28
25. The people I manage have the skills they need to deliver their objectives	77	0
27. I receive regular and constructive feedback on my performance	60	+7
28. During my last performance evaluation my manager helped me to focus on improving my performance *	61	+1
29. Poor performance is dealt with effectively in my Department	38	+12
32. I am satisfied with the opportunities for career progression within the Civil Service	54	+16
36. My job gives me a feeling of personal accomplishment	93	+32
38. I am satisfied with the recognition I receive for doing a good job	70	+24
39. I am treated with fairness and respect	83	+12
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	27	+3
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	30	-23
43. I am comfortable with the level of pressure placed upon me in my job	75	+13
44. I am able to strike the right balance between my work and home life	60	-7
45. I am satisfied with my job	84	+21
46. I intend to still be working for this Department in 12 months' time	64	-1
51. I am proud to work for the Civil Service	80	+22
52. I feel a strong sense of belonging to the Department *	65	+9
55. I would recommend the Civil Service as a good place to work	65	+6

5. Comparison to 2004

The following questions were asked in both the 2004 and 2006 surveys to enable us to track overall progress of perceptions of leadership.



6. Common Core Questions

This section shows the %positive scores for the Cabinet Office 'common core' question set. The 'common core' is a small set of indicators to be included in exactly the same way in each staff survey, conducted within Central Government organisations.





The common core question set focuses specifically on those indicators that seem to correlate with better performance as an organisation.

Question	% Favourable	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
51. I am proud to work for the Civil Service	80%	28	52	16	4	0
3. I understand how my work contributes to the objectives of the Department	98%	64	33	1	1	0
6. I think it is safe to speak up and challenge the way things are done in the Department	60%	17	43	21	15	3
27. I receive regular and constructive feedback on my performance	60%	21	39	16	21	2
29. Poor performance is dealt with effectively in my Department	38%	3	35	33	24	5
39. I am treated with fairness and respect	83%	38	45	11	4	2
23. My performance has improved as a result of skills I have developed over the past year	84%	27	57	14	1	1
25. The people I manage have the skills they need to deliver their objectives	77%	17	60	14	8	1
4. The Department as a whole is well managed	61%	7	55	17	20	2
7. Overall, I have confidence in the Civil Service leaders within my Department	61%	9	52	23	15	2
55. I would recommend the Civil Service as a good place to work	65%	17	48	21	11	4
45. I am satisfied with my job	84%	22	62	9	8	0
5. I feel change is managed well in this Department	44%	4	40	31	21	3

7. All Questions

In this section the % favourable score and the breakdown of results for each statement within the survey is provided. The questions are arranged in survey order. Comparisons to the Civil Service Overall results are shown. Negatively phrased questions are marked with a *.

Section 1- Leadership and Management Overall

Question	Positive Neutral Negative			Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	% Favourable	Variance from SCS overall	Number of question responses
	Positive	Neutral	Negative								
3. I understand how my work contributes to the objectives of the Department				64	33	1	1	0	98	0	163
4. The Department as a whole is well managed				7	55	17	20	2	61	+10	163
5. I feel change is managed well in this Department				4	40	31	21	3	44	+11	163
6. I think it is safe to speak up and challenge the way things are done in the Department				17	43	21	15	3	60	0	163
7. Overall, I have confidence in the Civil Service leaders within my Department				9	52	23	15	2	61	+4	163

7. All Questions

In this section the % favourable score and the breakdown of results for each statement within the survey is provided. The questions are arranged in survey order. Comparisons to the Civil Service Overall results are shown. Negatively phrased questions are marked with a *.

Section 2- Leadership

Question	Positive	Neutral	Negative	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	% Favourable	Variance from SCS overall	Number of question responses
On the whole, the SCS in my Department...											
<u>Direction</u>											
8. ... inspire staff with a positive vision	55	28	17	4	52	28	17	1	55	-1	163
9. ... make tough decisions about priorities when needed	49	20	31	2	47	20	27	4	49	0	162
<u>Results</u>											
10. ... demonstrate personal commitment to improving existing practices and processes	64	22	14	10	55	22	12	1	64	-4	163
11. ... are effective in delivering results	71	15	14	10	61	15	12	2	71	+6	163
<u>Capability</u>											
12. ... create a culture of high performance and are intolerant of poor performance	45	37	18	2	42	37	17	1	45	+3	163
13. ... give personal time to identifying and developing talented people at all levels	61	26	13	13	48	26	11	2	61	+12	163
14. ... encourage innovation and creativity	61	26	14	7	53	26	12	1	61	+10	163
15. ... are personally active in efforts to improve equality and diversity	54	34	12	14	40	34	9	2	54	-4	161

7. All Questions

In this section the % favourable score and the breakdown of results for each statement within the survey is provided. The questions are arranged in survey order. Comparisons to the Civil Service Overall results are shown. Negatively phrased questions are marked with a *.

Section 2- Leadership

Question	Positive	Neutral	Negative	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	% Favourable	Variance from SCS overall	Number of question responses
On the whole, the SCS in my Department...											
<u>Integrity</u>											
16. ... show personal commitment to their own learning and to teaching others	61	31	9	12	49	31	7	2	61	+6	163
17. ... work together across organisational boundaries to deliver outcomes	65	17	18	16	49	17	15	3	65	+8	163
The Executive Board/Management Board/Top team in my Department ...											
18. ... provide effective leadership	53	27	20	6	48	27	17	3	53	+5	163
19. ... are sufficiently visible in this organisation	48	22	29	7	41	22	25	4	48	+3	163
20. ... collectively lead change and business improvement in the Department	56	28	17	9	47	28	13	4	56	+9	163
21. ... model a culture of effective teamwork	39	34	28	4	34	34	21	6	39	+13	163

7. All Questions

In this section the % favourable score and the breakdown of results for each statement within the survey is provided. The questions are arranged in survey order. Comparisons to the Civil Service Overall results are shown.

Negatively phrased questions are marked with a *.

Section 3- Learning and Development

Question	Positive Neutral Negative			Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	% Favourable	Variance from SCS overall	Number of question responses
	Positive	Neutral	Negative								
22. I am satisfied with the learning and development opportunities I have to improve my skills in my current job	84	7	9	30	54	7	7	1	84	+4	162
23. My performance has improved as a result of skills I have developed over the past year	84	14		27	57	14	1	1	84	+8	161
24. I feel confident I have the leadership skills required to do my current job effectively	93	5		29	64	5	2	0	93	+5	162
25. The people I manage have the skills they need to deliver their objectives	77	14	9	17	60	14	8	1	77	+2	161

7. All Questions

In this section the % favourable score and the breakdown of results for each statement within the survey is provided. The questions are arranged in survey order. Comparisons to the Civil Service Overall results are shown. Negatively phrased questions are marked with a *.

Section 4- Performance and Career Management

Question	Positive Neutral Negative			Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	% Favourable	Variance from SCS overall	Number of question responses
	Positive	Neutral	Negative								
26. I have challenging work objectives	93	5		57	36	5	2	0	93	0	160
27. I receive regular and constructive feedback on my performance	60	16	24	21	39	16	21	2	60	+4	161
28. During my last performance evaluation my manager helped me to focus on improving my performance	61	18	22	19	42	18	17	4	61	+7	158
29. Poor performance is dealt with effectively in my Department	38	33	29	3	35	33	24	5	38	+19	162
30. The appraisal system is fair, based on individual merit	52	20	28	10	41	20	18	10	52	+6	162
31. I am satisfied with the approach to performance management in my organisation	41	27	32	4	37	27	23	9	41	+8	162
32. I am satisfied with the opportunities for career progression within the Civil Service	54	21	25	7	47	21	19	6	54	-4	162
33. The system for career progression is fair to everyone	47	24	29	8	39	24	23	6	47	+8	161
34. I have discussed with my line manager how long I will stay in my current post				91	9				91	+13	70
35. Will you be staying or moving on?				23	44	33			23	-18	43

7. All Questions

In this section the % favourable score and the breakdown of results for each statement within the survey is provided. The questions are arranged in survey order. Comparisons to the Civil Service Overall results are shown.

Negatively phrased questions are marked with a *.

Section 5- Your Job

Question	Positive Neutral Negative			Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	% Favourable	Variance from SCS overall	Number of question responses
	Positive	Neutral	Negative								
36. My job gives me a feeling of personal accomplishment	93			48	45	4	2	1	93	+3	162
37. I am satisfied with the extent to which I am involved with decisions that affect my work	86	9	6	33	52	9	6	0	86	+8	162
38. I am satisfied with the recognition I receive for doing a good job	70	16	14	24	46	16	10	4	70	+7	162
39. I am treated with fairness and respect	83	11	6	38	45	11	4	2	83	+3	162
40. The way pay is determined is clear and transparent	27	26	47	5	22	26	31	16	27	-5	162
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	27	19	54	1	25	19	35	20	27	-12	162
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	30	25	44	2	28	25	30	14	30	-11	162
43. I am comfortable with the level of pressure placed upon me in my job	75	10	16	7	67	10	13	2	75	+5	161
44. I am able to strike the right balance between my work and home life	60	14	26	11	48	14	23	3	60	+12	161
45. I am satisfied with my job	84	9	8	22	62	9	8	0	84	+4	159
46. I intend to still be working for this Department in 12 months' time	64	22	14	22	42	22	10	4	64	-7	161
47. I intend to seek a job outside the Civil Service within the next 2-3 years *	40	31	29	6	23	31	30	10	40	-7	156

7. All Questions

In this section the % favourable score and the breakdown of results for each statement within the survey is provided. The questions are arranged in survey order. Comparisons to the Civil Service Overall results are shown. Negatively phrased questions are marked with a *.

Section 6- Overall Perceptions of your Department and the Civil Service

Question	Positive Neutral Negative			Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	% Favourable	Variance from SCS overall	Number of question responses
	Positive	Neutral	Negative								
49. I am committed to seeing my Department succeed	95	4		55	40	4	1	0	95	-3	161
50. I am willing to put in a great deal of effort beyond what is normally expected to help my Department succeed	84	12	6	50	35	12	4	0	84	-7	161
51. I am proud to work for the Civil Service	80	16	4	28	52	16	4	0	80	-1	161
52. I feel a strong sense of belonging to the Department	65	20	16	21	44	20	12	3	65	-5	161
53. I feel a strong sense of belonging to the Civil Service	74	20	6	28	47	20	4	1	74	+7	160
54. I feel a strong sense of belonging to the Senior Civil Service	60	28	12	19	41	28	8	4	60	+8	161
55. I would recommend the Civil Service as a good place to work	65	21	14	17	48	21	11	4	65	-3	161

8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

Section 1- Leadership and Management Overall

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Gender		Grade				Length of Service - Current post			
		Male	Female	Deputy Director (SCS 1, 1A)	Director (SCS 2)	Director General (SCS 3)	Permanent Secretary	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
Number of respondents:	163	115	45	126	31	5	1	41	77	31	12
3. I understand how my work contributes to the objectives of the Department	98	97	100	98	97			100	95	100	100
4. The Department as a whole is well managed	61	58	69	60	61			76	57	61	42
5. I feel change is managed well in this Department	44	46	40	41	48			44	45	48	25
6. I think it is safe to speak up and challenge the way things are done in the Department	60	60	62	54	77			66	61	61	33
7. Overall, I have confidence in the Civil Service leaders within my Department	61	59	64	56	71			78	56	58	42

8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

Section 1- Leadership and Management Overall

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Length of Service - SCS				Length of Service - Civil Service			
		Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
Number of respondents:	163	19	29	30	83	4	7	11	139
3. I understand how my work contributes to the objectives of the Department	98	95	100	100	96			100	98
4. The Department as a whole is well managed	61	68	69	53	60			64	61
5. I feel change is managed well in this Department	44	42	41	40	47			36	46
6. I think it is safe to speak up and challenge the way things are done in the Department	60	63	72	50	59			82	58
7. Overall, I have confidence in the Civil Service leaders within my Department	61	63	66	53	61			73	60

8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

Section 2- Leadership

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Gender		Grade				Length of Service - Current post			
		Male	Female	Deputy Director (SCS 1, 1A)	Director (SCS 2)	Director General (SCS 3)	Permanent Secretary	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
Number of respondents:	163	115	45	126	31	5	1	41	77	31	12
8. On the whole, the SCS in my Department inspire staff with a positive vision	55	52	62	52	58			73	45	55	58
9. On the whole, the SCS in my Department make tough decisions about priorities when needed	49	47	51	48	45			56	42	58	45
10. On the whole, the SCS in my Department demonstrate personal commitment to improving existing practices and processes	64	58	80	62	68			71	61	71	50
11. On the whole, the SCS in my Department are effective in delivering results	71	67	82	69	74			78	69	81	42
12. On the whole, the SCS in my Department create a culture of high performance and are intolerant of poor performance	45	41	56	44	48			41	44	58	33
13. On the whole, the SCS in my Department give personal time to identifying and developing talented people at all levels	61	62	60	56	74			63	60	71	42
14. On the whole, the SCS in my Department encourage innovation and creativity	61	61	60	56	74			63	58	71	42
15. On the whole, the SCS in my Department are personally active in efforts to improve equality and diversity	54	55	51	50	67			54	53	65	33
16. On the whole, the SCS in my Department show personal commitment to their own learning and to teaching others	61	58	67	56	74			61	58	68	58
17. On the whole, the SCS in my Department work together across organisational boundaries to deliver outcomes	65	63	71	62	71			80	56	74	50
18. The Executive Board/Management Board/Top team in my Department provide effective leadership	53	50	64	50	58			61	57	42	33
19. The Executive Board/Management Board/Top team in my Department are sufficiently visible in this organisation	48	50	44	46	55			61	47	48	17
20. The Executive Board/Management Board/Top team in my Department collectively lead change and business improvement in the Department	56	53	62	51	68			66	53	52	50
21. The Executive Board/Management Board/Top team in my Department model a culture of effective teamwork	39	38	38	32	58			44	38	39	25

8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

Section 2- Leadership

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Length of Service - SCS				Length of Service - Civil Service			
		Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
Number of respondents:	163	19	29	30	83	4	7	11	139
8. On the whole, the SCS in my Department inspire staff with a positive vision	55	53	41	57	60			64	58
9. On the whole, the SCS in my Department make tough decisions about priorities when needed	49	39	41	50	53			36	50
10. On the whole, the SCS in my Department demonstrate personal commitment to improving existing practices and processes	64	58	69	67	64			36	68
11. On the whole, the SCS in my Department are effective in delivering results	71	58	79	80	69			73	73
12. On the whole, the SCS in my Department create a culture of high performance and are intolerant of poor performance	45	47	45	40	47			45	45
13. On the whole, the SCS in my Department give personal time to identifying and developing talented people at all levels	61	53	66	60	63			64	62
14. On the whole, the SCS in my Department encourage innovation and creativity	61	63	52	67	61			64	61
15. On the whole, the SCS in my Department are personally active in efforts to improve equality and diversity	54	47	62	43	57			82	53
16. On the whole, the SCS in my Department show personal commitment to their own learning and to teaching others	61	58	69	57	60			82	60
17. On the whole, the SCS in my Department work together across organisational boundaries to deliver outcomes	65	68	76	63	61			73	64
18. The Executive Board/Management Board/Top team in my Department provide effective leadership	53	42	69	47	53			55	53
19. The Executive Board/Management Board/Top team in my Department are sufficiently visible in this organisation	48	53	59	37	48			45	49
20. The Executive Board/Management Board/Top team in my Department collectively lead change and business improvement in the Department	56	32	59	53	61			55	58
21. The Executive Board/Management Board/Top team in my Department model a culture of effective teamwork	39	26	45	33	41			36	38

8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

Section 3- Learning and Development

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Gender		Grade				Length of Service - Current post			
		Male	Female	Deputy Director (SCS 1, 1A)	Director (SCS 2)	Director General (SCS 3)	Permanent Secretary	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
Number of respondents:	163	115	45	126	31	5	1	41	77	31	12
22. I am satisfied with the learning and development opportunities I have to improve my skills in my current job	84	85	80	83	84			88	81	84	92
23. My performance has improved as a result of skills I have developed over the past year	84	83	84	81	90			83	86	84	75
24. I feel confident I have the leadership skills required to do my current job effectively	93	95	91	91	100			95	92	94	100
25. The people I manage have the skills they need to deliver their objectives	77	77	78	75	84			73	75	87	83

8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

Section 3- Learning and Development

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Length of Service - SCS				Length of Service - Civil Service			
		Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
Number of respondents:	163	19	29	30	83	4	7	11	139
22. I am satisfied with the learning and development opportunities I have to improve my skills in my current job	84	84	79	77	88			91	85
23. My performance has improved as a result of skills I have developed over the past year	84	89	86	83	82			100	83
24. I feel confident I have the leadership skills required to do my current job effectively	93	89	97	90	95			100	93
25. The people I manage have the skills they need to deliver their objectives	77	58	83	72	82			82	78

8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

Section 4- Performance and Career Management

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Gender		Grade				Length of Service - Current post			
		Male	Female	Deputy Director (SCS 1, 1A)	Director (SCS 2)	Director General (SCS 3)	Permanent Secretary	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
Number of respondents:	163	115	45	126	31	5	1	41	77	31	12
26. I have challenging work objectives	93	95	89	93	94			95	92	90	100
27. I receive regular and constructive feedback on my performance	60	59	62	56	68			66	59	58	50
28. During my last performance evaluation my manager helped me to focus on improving my performance	61	60	60	61	52			61	62	60	50
29. Poor performance is dealt with effectively in my Department	38	35	44	37	35			32	36	48	42
30. The appraisal system is fair, based on individual merit	52	50	60	49	61			66	45	58	33
31. I am satisfied with the approach to performance management in my organisation	41	41	42	38	55			51	34	48	42
32. I am satisfied with the opportunities for career progression within the Civil Service	54	57	49	50	65			71	53	48	25
33. The system for career progression is fair to everyone	47	53	36	44	58			55	47	48	25
34. I have discussed with my line manager how long I will stay in my current post	91	92	88	92	89			100	88	94	91
35. Will you be staying or moving on?	23	22	29	13	36			50	13	32	14

8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

Section 4- Performance and Career Management

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Length of Service - SCS				Length of Service - Civil Service			
		Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
Number of respondents:	163	19	29	30	83	4	7	11	139
26. I have challenging work objectives	93	100	89	93	93			100	93
27. I receive regular and constructive feedback on my performance	60	58	57	63	60			82	59
28. During my last performance evaluation my manager helped me to focus on improving my performance	61	56	62	66	59			60	61
29. Poor performance is dealt with effectively in my Department	38	11	38	43	42			55	37
30. The appraisal system is fair, based on individual merit	52	68	55	40	52			55	51
31. I am satisfied with the approach to performance management in my organisation	41	47	31	40	45			36	42
32. I am satisfied with the opportunities for career progression within the Civil Service	54	74	62	57	47			73	53
33. The system for career progression is fair to everyone	47	44	55	50	45			45	49
34. I have discussed with my line manager how long I will stay in my current post	91	100	60	92	94			100	92
35. Will you be staying or moving on?	23	0	25	25	25			33	22

8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

Section 5- Your Job

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Gender		Grade				Length of Service - Current post			
		Male	Female	Deputy Director (SCS 1, 1A)	Director (SCS 2)	Director General (SCS 3)	Permanent Secretary	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
Number of respondents:	163	115	45	126	31	5	1	41	77	31	12
36. My job gives me a feeling of personal accomplishment	93	96	87	91	100			95	88	100	100
37. I am satisfied with the extent to which I am involved with decisions that affect my work	86	89	78	84	90			85	86	81	100
38. I am satisfied with the recognition I receive for doing a good job	70	70	71	66	81			76	66	77	58
39. I am treated with fairness and respect	83	83	87	82	84			93	79	87	67
40. The way pay is determined is clear and transparent	27	29	24	22	39			34	25	26	25
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	27	24	31	25	29			24	27	23	33
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	30	29	33	29	32			34	30	26	25
43. I am comfortable with the level of pressure placed upon me in my job	75	75	73	69	90			76	73	77	75
44. I am able to strike the right balance between my work and home life	60	61	56	56	68			63	56	61	67
45. I am satisfied with my job	84	86	77	80	94			83	80	87	100
46. I intend to still be working for this Department in 12 months' time	64	66	60	63	65			76	60	52	83
47. I intend to seek a job outside the Civil Service within the next 2-3 years	40	47	23	38	50			48	36	37	50

8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

Section 5- Your Job

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Length of Service - SCS				Length of Service - Civil Service			
		Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
Number of respondents:	163	19	29	30	83	4	7	11	139
36. My job gives me a feeling of personal accomplishment	93	100	90	87	95			100	93
37. I am satisfied with the extent to which I am involved with decisions that affect my work	86	84	79	77	92			82	86
38. I am satisfied with the recognition I receive for doing a good job	70	68	62	70	73			73	71
39. I am treated with fairness and respect	83	84	76	87	84			73	85
40. The way pay is determined is clear and transparent	27	37	17	20	31			36	27
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	27	37	28	20	25			55	22
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	30	47	28	17	31			45	27
43. I am comfortable with the level of pressure placed upon me in my job	75	79	72	67	77			91	73
44. I am able to strike the right balance between my work and home life	60	74	48	53	63			73	59
45. I am satisfied with my job	84	84	79	83	85			82	84
46. I intend to still be working for this Department in 12 months' time	64	74	59	67	63			73	63
47. I intend to seek a job outside the Civil Service within the next 2-3 years	40	37	41	28	46			27	42

8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

Section 6- Overall Perceptions of your Department and the Civil Service

Question	Overall	Gender		Grade				Length of Service - Current post				
		Male	Female	Deputy Director (SCS 1, 1A)	Director (SCS 2)	Director General (SCS 3)	Permanent Secretary	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years	
Please note: Results are not shown for results of fewer than 10 respondents.												
Number of respondents:	163	115	45	126	31	5	1	41	77	31	12	
49. I am committed to seeing my Department succeed	95	94	98	95	94			100	95	90	92	
50. I am willing to put in a great deal of effort beyond what is normally expected to help my Department succeed	84	84	84	83	87			85	84	87	75	
51. I am proud to work for the Civil Service	80	82	76	77	90			88	78	84	58	
52. I feel a strong sense of belonging to the Department	65	61	73	61	71			76	62	61	50	
53. I feel a strong sense of belonging to the Civil Service	74	76	69	72	81			78	71	81	67	
54. I feel a strong sense of belonging to the Senior Civil Service	60	63	53	56	68			63	61	61	42	
55. I would recommend the Civil Service as a good place to work	65	66	60	60	74			83	61	52	58	

8. Demographic Summary

In this section the % favourable score for each statement within the survey is analysed for 5 demographic groups - Grade, Gender and Length of Service (current post, SCS, Civil Service). The questions are arranged in survey order. Shading shows results that differ from the overall results by 10 percentage points (green shading is 10 percentage points higher, red shading is 10 percentage points lower).

Section 6- Overall Perceptions of your Department and the Civil Service

Please note: Results are not shown for results of fewer than 10 respondents.

Question	Overall	Length of Service - SCS				Length of Service - Civil Service			
		Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years	Less than 1 year	Between 1 & 3 years	Between 3 & 5 years	Over 5 years
Number of respondents:	163	19	29	30	83	4	7	11	139
49. I am committed to seeing my Department succeed	95	100	97	93	94			100	95
50. I am willing to put in a great deal of effort beyond what is normally expected to help my Department succeed	84	89	86	83	83			100	83
51. I am proud to work for the Civil Service	80	89	79	77	80			91	79
52. I feel a strong sense of belonging to the Department	65	63	62	70	64			91	63
53. I feel a strong sense of belonging to the Civil Service	74	79	68	73	76			91	75
54. I feel a strong sense of belonging to the Senior Civil Service	60	47	55	60	65			82	60
55. I would recommend the Civil Service as a good place to work	65	79	76	63	58			82	63