



SCS Survey 2006

HM Revenue & Customs Highlights Report

Results Summary	
Number of Respondents:	215
Response Rate:	55%
Engagement Index Score:	73%

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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 HM Revenue & Customs with actionable data from the survey. It summarises the views of HM Revenue & Customs 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	99	+1
49. I am committed to seeing my Department succeed	98	0
26. I have challenging work objectives	95	+2
50. I am willing to put in a great deal of effort beyond what is normally expected to help my Department succeed	89	-2
24. I feel confident I have the leadership skills required to do my current job effectively	87	-1

Lowest Favourable Scores		
Question	% Favourable	Variance from Senior Civil Service overall
29. Poor performance is dealt with effectively in my Department	15	-4
40. The way pay is determined is clear and transparent	21	-11
21. The Executive Board/Management Board/Top team in my Department model a culture of effective teamwork	22	-4
5. I feel change is managed well in this Department	22	-11
31. I am satisfied with the approach to performance management in my organisation	24	-9

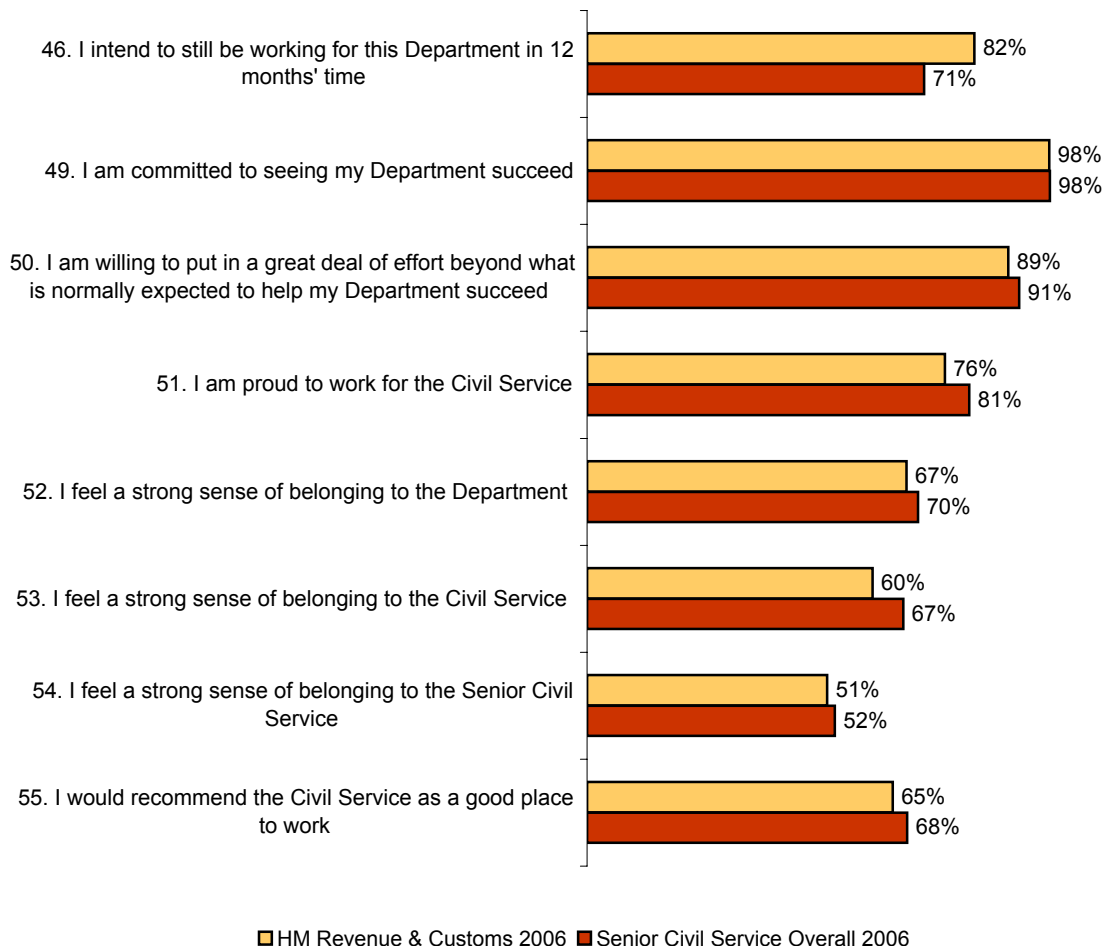
3. Engagement Index Results

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%



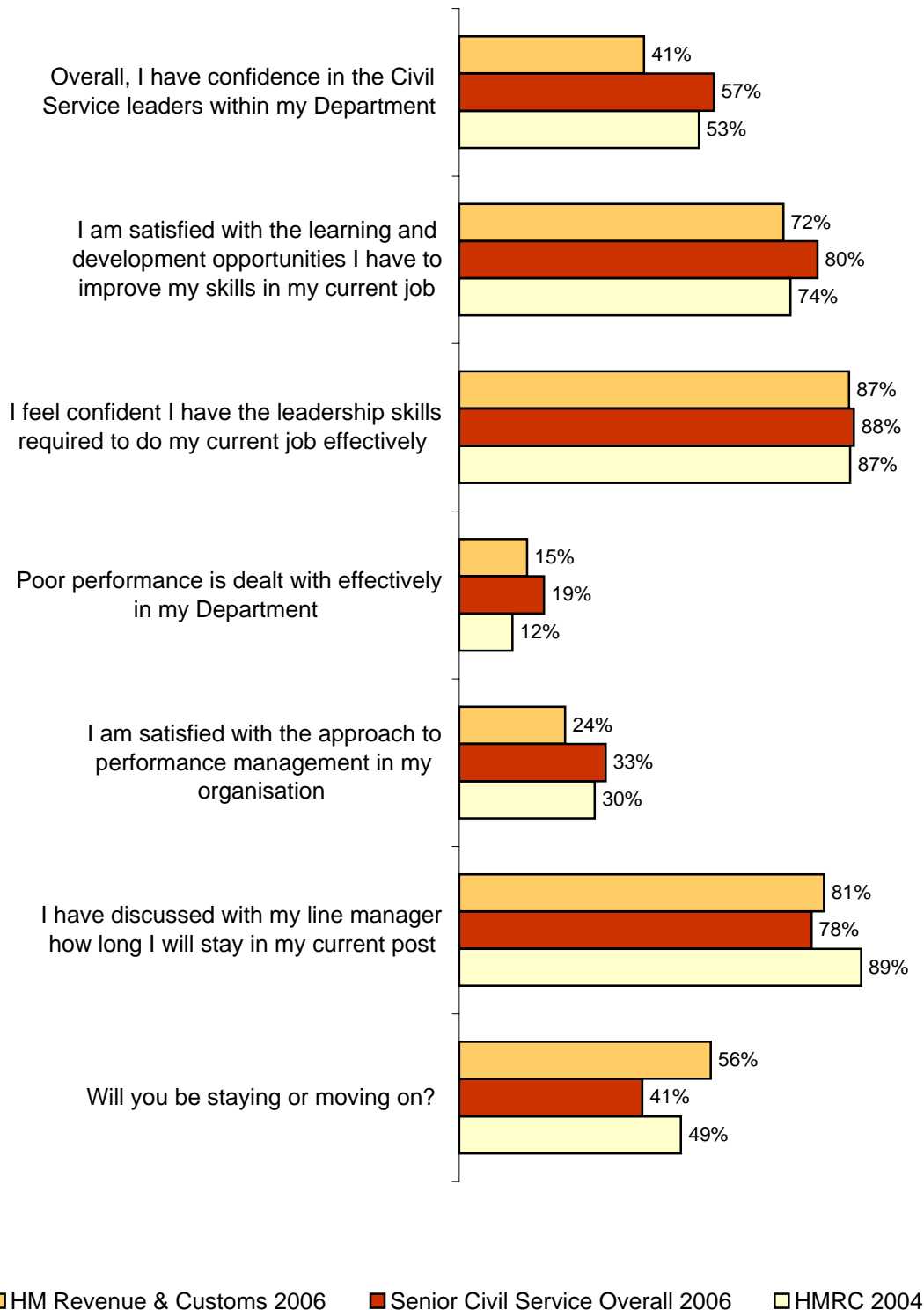
4. Comparison to External Benchmark

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	99	+14
4. The Department as a whole is well managed	42	+14
5. I feel change is managed well in this Department	22	-4
6. I think it is safe to speak up and challenge the way things are done in the Department	47	+3
7. Overall, I have confidence in the Civil Service leaders within my Department	41	+6
18. The Executive Board/Management Board/Top team in my Department provide effective leadership	40	+7
19. The Executive Board/Management Board/Top team in my Department are sufficiently visible in this organisation	29	-12
22. I am satisfied with the learning and development opportunities I have to improve my skills in my current job	72	+5
23. My performance has improved as a result of skills I have developed over the past year	73	+17
25. The people I manage have the skills they need to deliver their objectives	71	-6
27. I receive regular and constructive feedback on my performance	55	+2
28. During my last performance evaluation my manager helped me to focus on improving my performance *	54	-6
29. Poor performance is dealt with effectively in my Department	15	-11
32. I am satisfied with the opportunities for career progression within the Civil Service	62	+24
36. My job gives me a feeling of personal accomplishment	87	+26
38. I am satisfied with the recognition I receive for doing a good job	50	+4
39. I am treated with fairness and respect	72	+1
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	36	+12
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	31	-22
43. I am comfortable with the level of pressure placed upon me in my job	69	+7
44. I am able to strike the right balance between my work and home life	53	-14
45. I am satisfied with my job	75	+12
46. I intend to still be working for this Department in 12 months' time	82	+17
51. I am proud to work for the Civil Service	76	+18
52. I feel a strong sense of belonging to the Department *	67	+11
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.


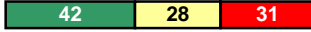


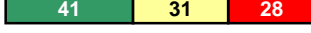
The common core question set focuses specifically on those indicators that seem to correlate with better performance as an organisation.

Question	% Favourable	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
51. I am proud to work for the Civil Service	76%	29	46	19	5	0
3. I understand how my work contributes to the objectives of the Department	99%	61	38	0	0	0
6. I think it is safe to speak up and challenge the way things are done in the Department	47%	6	41	21	26	7
27. I receive regular and constructive feedback on my performance	55%	11	44	19	22	4
29. Poor performance is dealt with effectively in my Department	15%	0	15	27	49	8
39. I am treated with fairness and respect	72%	20	52	19	8	1
23. My performance has improved as a result of skills I have developed over the past year	73%	13	59	18	9	0
25. The people I manage have the skills they need to deliver their objectives	71%	4	67	18	11	0
4. The Department as a whole is well managed	42%	2	40	28	25	5
7. Overall, I have confidence in the Civil Service leaders within my Department	41%	5	36	31	23	5
55. I would recommend the Civil Service as a good place to work	65%	11	53	23	9	4
45. I am satisfied with my job	75%	23	51	13	11	1
5. I feel change is managed well in this Department	22%	0	22	28	42	8

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				61	38	0	0	0	99	+1	214
4. The Department as a whole is well managed				2	40	28	25	5	42	-9	213
5. I feel change is managed well in this Department				0	22	28	42	8	22	-11	214
6. I think it is safe to speak up and challenge the way things are done in the Department				6	41	21	26	7	47	-13	213
7. Overall, I have confidence in the Civil Service leaders within my Department				5	36	31	23	5	41	-16	214

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	41	32	27	0	41	32	26	1	41	-15	214
9. ... make tough decisions about priorities when needed	54	20	26	5	49	20	23	3	54	+5	214
<u>Results</u>											
10. ... demonstrate personal commitment to improving existing practices and processes	71	19	10	7	64	19	9	1	71	+3	214
11. ... are effective in delivering results	58	27	15	7	51	27	13	3	58	-7	214
<u>Capability</u>											
12. ... create a culture of high performance and are intolerant of poor performance	35	35	30	1	34	35	27	3	35	-7	214
13. ... give personal time to identifying and developing talented people at all levels	36	30	34	2	33	30	32	2	36	-13	214
14. ... encourage innovation and creativity	44	31	24	1	43	31	22	2	44	-7	214
15. ... are personally active in efforts to improve equality and diversity	47	33	20	8	39	33	16	4	47	-11	214

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	46	34	20	3	43	34	18	2	46	-9	214
17. ... work together across organisational boundaries to deliver outcomes	55	20	25	6	50	20	22	2	55	-2	214
The Executive Board/Management Board/Top team in my Department ...											
18. ... provide effective leadership	40	29	31	0	40	29	23	7	40	-8	214
19. ... are sufficiently visible in this organisation	29	22	50	2	26	22	37	12	29	-16	214
20. ... collectively lead change and business improvement in the Department	49	28	23	3	46	28	20	3	49	+2	214
21. ... model a culture of effective teamwork	22	30	48	0	21	30	38	10	22	-4	213

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	72	16	12	15	58	16	10	2	72	-8	212
23. My performance has improved as a result of skills I have developed over the past year	73	18	9	13	59	18	9	0	73	-3	212
24. I feel confident I have the leadership skills required to do my current job effectively	87	10		19	67	10	3	0	87	-1	212
25. The people I manage have the skills they need to deliver their objectives	71	18	11	4	67	18	11	0	71	-4	211

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				45	50	3	2	0	95	+2	212
27. I receive regular and constructive feedback on my performance				11	44	19	22	4	55	-1	212
28. During my last performance evaluation my manager helped me to focus on improving my performance				9	45	20	19	7	54	+	212
29. Poor performance is dealt with effectively in my Department				0	15	27	49	8	15	-4	212
30. The appraisal system is fair, based on individual merit				2	32	19	32	15	34	-12	212
31. I am satisfied with the approach to performance management in my organisation				1	23	24	40	13	24	-9	212
32. I am satisfied with the opportunities for career progression within the Civil Service				5	56	21	13	4	62	+4	211
33. The system for career progression is fair to everyone				3	34	26	33	5	36	-3	211
34. I have discussed with my line manager how long I will stay in my current post				Yes 81	No 19				81	+3	69
35. Will you be staying or moving on?				Staying 56	Moving On 24	Don't Know 20			56	+15	50

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	87	8	6	36	50	8	5	1	87	-3	210
37. I am satisfied with the extent to which I am involved with decisions that affect my work	68	9	23	23	45	9	21	2	68	-10	210
38. I am satisfied with the recognition I receive for doing a good job	50	16	33	12	38	16	24	9	50	-13	210
39. I am treated with fairness and respect	72	19	9	20	52	19	8	1	72	-8	210
40. The way pay is determined is clear and transparent	21	18	61	3	18	18	35	26	21	-11	210
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	36	16	48	2	34	16	32	15	36	-3	210
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	31	14	55	1	29	14	37	18	31	-10	209
43. I am comfortable with the level of pressure placed upon me in my job	69	10	21	7	62	10	17	4	69	-1	210
44. I am able to strike the right balance between my work and home life	53	12	35	5	48	12	27	9	53	+5	210
45. I am satisfied with my job	75	13	12	23	51	13	11	1	75	-5	210
46. I intend to still be working for this Department in 12 months' time	82	9	9	31	51	9	5	4	82	+11	209
47. I intend to seek a job outside the Civil Service within the next 2-3 years *	66	19	15	6	9	19	43	23	66	+19	208

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	98			58	40	2	0	0	98	0	208
50. I am willing to put in a great deal of effort beyond what is normally expected to help my Department succeed	89	7	4	46	43	7	4	0	89	-2	209
51. I am proud to work for the Civil Service	76	19	5	29	46	19	5	0	76	-5	209
52. I feel a strong sense of belonging to the Department	67	18	14	22	45	18	11	3	67	-3	209
53. I feel a strong sense of belonging to the Civil Service	60	26	14	18	42	26	14	0	60	-7	209
54. I feel a strong sense of belonging to the Senior Civil Service	51	31	18	14	37	31	17	1	51	-1	209
55. I would recommend the Civil Service as a good place to work	65	23	12	11	53	23	9	4	65	-3	209

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:	215	159	48	193	18	3	0	74	106	17	12
3. I understand how my work contributes to the objectives of the Department	99	98	100	98	100			99	99	100	92
4. The Department as a whole is well managed	42	42	43	40	56			45	49	12	8
5. I feel change is managed well in this Department	22	24	17	21	28			27	23	18	0
6. I think it is safe to speak up and challenge the way things are done in the Department	47	47	49	46	56			48	49	47	25
7. Overall, I have confidence in the Civil Service leaders within my Department	41	42	40	40	50			45	42	35	17

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:	215	33	38	36	102	5	5	4	195
3. I understand how my work contributes to the objectives of the Department	99	97	100	100	98				98
4. The Department as a whole is well managed	42	52	46	42	37				41
5. I feel change is managed well in this Department	22	30	16	17	25				22
6. I think it is safe to speak up and challenge the way things are done in the Department	47	61	47	47	43				45
7. Overall, I have confidence in the Civil Service leaders within my Department	41	55	39	36	38				40

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:	215	159	48	193	18	3	0	74	106	17	12
8. On the whole, the SCS in my Department inspire staff with a positive vision	41	41	46	41	44			43	42	41	25
9. On the whole, the SCS in my Department make tough decisions about priorities when needed	54	57	40	54	50			47	58	47	58
10. On the whole, the SCS in my Department demonstrate personal commitment to improving existing practices and processes	71	72	71	70	78			74	70	65	67
11. On the whole, the SCS in my Department are effective in delivering results	58	59	50	56	67			61	59	47	33
12. On the whole, the SCS in my Department create a culture of high performance and are intolerant of poor performance	35	37	23	35	28			35	36	29	25
13. On the whole, the SCS in my Department give personal time to identifying and developing talented people at all levels	36	35	40	34	50			38	39	29	8
14. On the whole, the SCS in my Department encourage innovation and creativity	44	43	52	44	56			55	42	24	42
15. On the whole, the SCS in my Department are personally active in efforts to improve equality and diversity	47	54	29	48	39			49	43	71	50
16. On the whole, the SCS in my Department show personal commitment to their own learning and to teaching others	46	48	44	45	50			51	45	41	33
17. On the whole, the SCS in my Department work together across organisational boundaries to deliver outcomes	55	55	52	53	72			55	58	35	50
18. The Executive Board/Management Board/Top team in my Department provide effective leadership	40	42	40	39	39			46	42	24	17
19. The Executive Board/Management Board/Top team in my Department are sufficiently visible in this organisation	29	28	31	26	50			34	28	18	8
20. The Executive Board/Management Board/Top team in my Department collectively lead change and business improvement in the Department	49	49	50	49	44			50	55	24	33
21. The Executive Board/Management Board/Top team in my Department model a culture of effective teamwork	22	22	23	20	28			23	25	6	0

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:	215	33	38	36	102	5	5	4	195
8. On the whole, the SCS in my Department inspire staff with a positive vision	41	52	37	44	39				42
9. On the whole, the SCS in my Department make tough decisions about priorities when needed	54	42	53	56	56				55
10. On the whole, the SCS in my Department demonstrate personal commitment to improving existing practices and processes	71	79	71	83	64				72
11. On the whole, the SCS in my Department are effective in delivering results	58	64	45	53	62				58
12. On the whole, the SCS in my Department create a culture of high performance and are intolerant of poor performance	35	42	42	31	30				35
13. On the whole, the SCS in my Department give personal time to identifying and developing talented people at all levels	36	48	39	22	35				36
14. On the whole, the SCS in my Department encourage innovation and creativity	44	67	53	39	37				44
15. On the whole, the SCS in my Department are personally active in efforts to improve equality and diversity	47	55	53	53	42				47
16. On the whole, the SCS in my Department show personal commitment to their own learning and to teaching others	46	55	39	42	48				47
17. On the whole, the SCS in my Department work together across organisational boundaries to deliver outcomes	55	61	42	56	58				54
18. The Executive Board/Management Board/Top team in my Department provide effective leadership	40	61	45	42	32				39
19. The Executive Board/Management Board/Top team in my Department are sufficiently visible in this organisation	29	42	26	33	23				27
20. The Executive Board/Management Board/Top team in my Department collectively lead change and business improvement in the Department	49	61	47	44	48				49
21. The Executive Board/Management Board/Top team in my Department model a culture of effective teamwork	22	33	32	19	15				20

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:	215	159	48	193	18	3	0	74	106	17	12
22. I am satisfied with the learning and development opportunities I have to improve my skills in my current job	72	74	71	71	88			73	77	59	50
23. My performance has improved as a result of skills I have developed over the past year	73	72	75	72	76			79	73	65	42
24. I feel confident I have the leadership skills required to do my current job effectively	87	87	88	86	94			86	91	82	75
25. The people I manage have the skills they need to deliver their objectives	71	75	60	73	53			63	77	76	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 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:	215	33	38	36	102	5	5	4	195
22. I am satisfied with the learning and development opportunities I have to improve my skills in my current job	72	78	74	89	65				73
23. My performance has improved as a result of skills I have developed over the past year	73	78	82	83	64				74
24. I feel confident I have the leadership skills required to do my current job effectively	87	91	87	94	84				87
25. The people I manage have the skills they need to deliver their objectives	71	66	74	78	70				70

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:	215	159	48	193	18	3	0	74	106	17	12
26. I have challenging work objectives	95	95	94	95	100			93	97	88	92
27. I receive regular and constructive feedback on my performance	55	57	46	57	33			58	54	53	50
28. During my last performance evaluation my manager helped me to focus on improving my performance	54	54	52	56	39			51	58	47	50
29. Poor performance is dealt with effectively in my Department	15	17	6	16	6			11	19	6	17
30. The appraisal system is fair, based on individual merit	34	34	35	34	39			32	40	18	17
31. I am satisfied with the approach to performance management in my organisation	24	26	17	25	11			20	29	18	8
32. I am satisfied with the opportunities for career progression within the Civil Service	62	62	56	60	78			72	61	41	25
33. The system for career progression is fair to everyone	36	38	31	36	44			43	36	29	8
34. I have discussed with my line manager how long I will stay in my current post	81	85	71	83	60			50	88	88	92
35. Will you be staying or moving on?	56	58	33	59	25			56	53	36	80

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:	215	33	38	36	102	5	5	4	195
26. I have challenging work objectives	95	97	95	94	94				95
27. I receive regular and constructive feedback on my performance	55	67	53	58	51				56
28. During my last performance evaluation my manager helped me to focus on improving my performance	54	70	63	56	45				54
29. Poor performance is dealt with effectively in my Department	15	12	24	17	12				15
30. The appraisal system is fair, based on individual merit	34	30	42	33	32				35
31. I am satisfied with the approach to performance management in my organisation	24	27	32	22	21				25
32. I am satisfied with the opportunities for career progression within the Civil Service	62	76	74	75	47				62
33. The system for career progression is fair to everyone	36	42	39	39	32				37
34. I have discussed with my line manager how long I will stay in my current post	81	50	67	76	86				85
35. Will you be staying or moving on?	56	50	0	46	63				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 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:	215	159	48	193	18	3	0	74	106	17	12
36. My job gives me a feeling of personal accomplishment	87	86	90	87	83			91	84	88	83
37. I am satisfied with the extent to which I am involved with decisions that affect my work	68	71	58	69	61			68	74	53	42
38. I am satisfied with the recognition I receive for doing a good job	50	51	50	52	28			57	50	47	25
39. I am treated with fairness and respect	72	73	71	75	44			80	69	76	50
40. The way pay is determined is clear and transparent	21	21	21	21	22			19	26	12	0
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	36	39	27	36	39			39	40	24	8
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	31	32	27	31	33			35	31	18	17
43. I am comfortable with the level of pressure placed upon me in my job	69	73	56	68	67			80	61	76	58
44. I am able to strike the right balance between my work and home life	53	55	48	53	44			55	50	65	50
45. I am satisfied with my job	75	77	69	75	67			86	70	71	58
46. I intend to still be working for this Department in 12 months' time	82	84	75	84	67			84	82	76	75
47. I intend to seek a job outside the Civil Service within the next 2-3 years	66	68	62	69	39			71	64	71	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:	215	33	38	36	102	5	5	4	195
36. My job gives me a feeling of personal accomplishment	87	91	84	86	86				87
37. I am satisfied with the extent to which I am involved with decisions that affect my work	68	79	66	64	67				67
38. I am satisfied with the recognition I receive for doing a good job	50	70	53	64	39				51
39. I am treated with fairness and respect	72	100	74	75	62				71
40. The way pay is determined is clear and transparent	21	27	37	17	15				21
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	36	39	34	33	37				37
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	31	36	26	31	31				32
43. I am comfortable with the level of pressure placed upon me in my job	69	79	61	86	63				68
44. I am able to strike the right balance between my work and home life	53	52	47	61	53				52
45. I am satisfied with my job	75	94	74	72	71				75
46. I intend to still be working for this Department in 12 months' time	82	88	82	71	83				83
47. I intend to seek a job outside the Civil Service within the next 2-3 years	66	67	68	58	68				69

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:	215	159	48	193	18	3	0	74	106	17	12	
49. I am committed to seeing my Department succeed	98	98	96	97	100			97	98	94	100	
50. I am willing to put in a great deal of effort beyond what is normally expected to help my Department succeed	89	88	91	88	100			90	90	82	83	
51. I am proud to work for the Civil Service	76	76	77	74	83			82	75	82	33	
52. I feel a strong sense of belonging to the Department	67	72	53	67	67			67	69	71	58	
53. I feel a strong sense of belonging to the Civil Service	60	60	64	59	72			66	61	53	33	
54. I feel a strong sense of belonging to the Senior Civil Service	51	53	45	48	67			56	49	47	42	
55. I would recommend the Civil Service as a good place to work	65	66	62	63	83			71	64	71	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 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:	215	33	38	36	102	5	5	4	195
49. I am committed to seeing my Department succeed	98	100	100	94	97				97
50. I am willing to put in a great deal of effort beyond what is normally expected to help my Department succeed	89	97	97	86	84				88
51. I am proud to work for the Civil Service	76	84	74	75	75				77
52. I feel a strong sense of belonging to the Department	67	72	71	64	67				68
53. I feel a strong sense of belonging to the Civil Service	60	72	61	58	58				61
54. I feel a strong sense of belonging to the Senior Civil Service	51	41	50	47	56				52
55. I would recommend the Civil Service as a good place to work	65	84	71	72	54				65