



SCS Survey 2006

Health and Safety Executive Highlights Report

Results Summary	
Number of Respondents:	37
Response Rate:	76%
Engagement Index Score:	79%

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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 Health and Safety Executive with actionable data from the survey. It summarises the views of Health and Safety Executive 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	100	+2
49. I am committed to seeing my Department succeed	97	-1
26. I have challenging work objectives	95	+2
36. My job gives me a feeling of personal accomplishment	89	-1
39. I am treated with fairness and respect	89	+9

Lowest Favourable Scores		
Question	% Favourable	Variance from Senior Civil Service overall
29. Poor performance is dealt with effectively in my Department	8	-11
12. On the whole, the SCS in my Department create a culture of high performance and are intolerant of poor performance	16	-26
5. I feel change is managed well in this Department	22	-11
40. The way pay is determined is clear and transparent	24	-8
31. I am satisfied with the approach to performance management in my organisation	30	-3

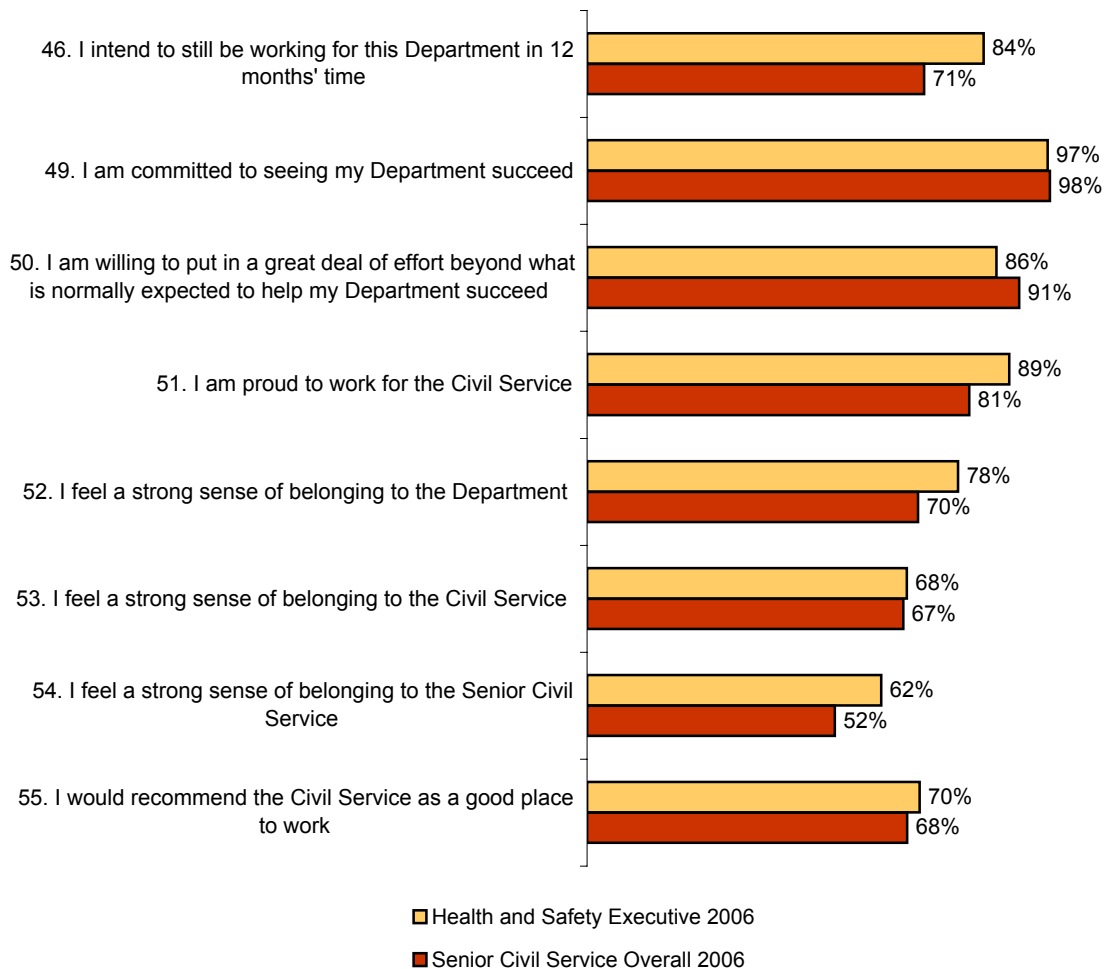
3. Engagement Index Results

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: 79%



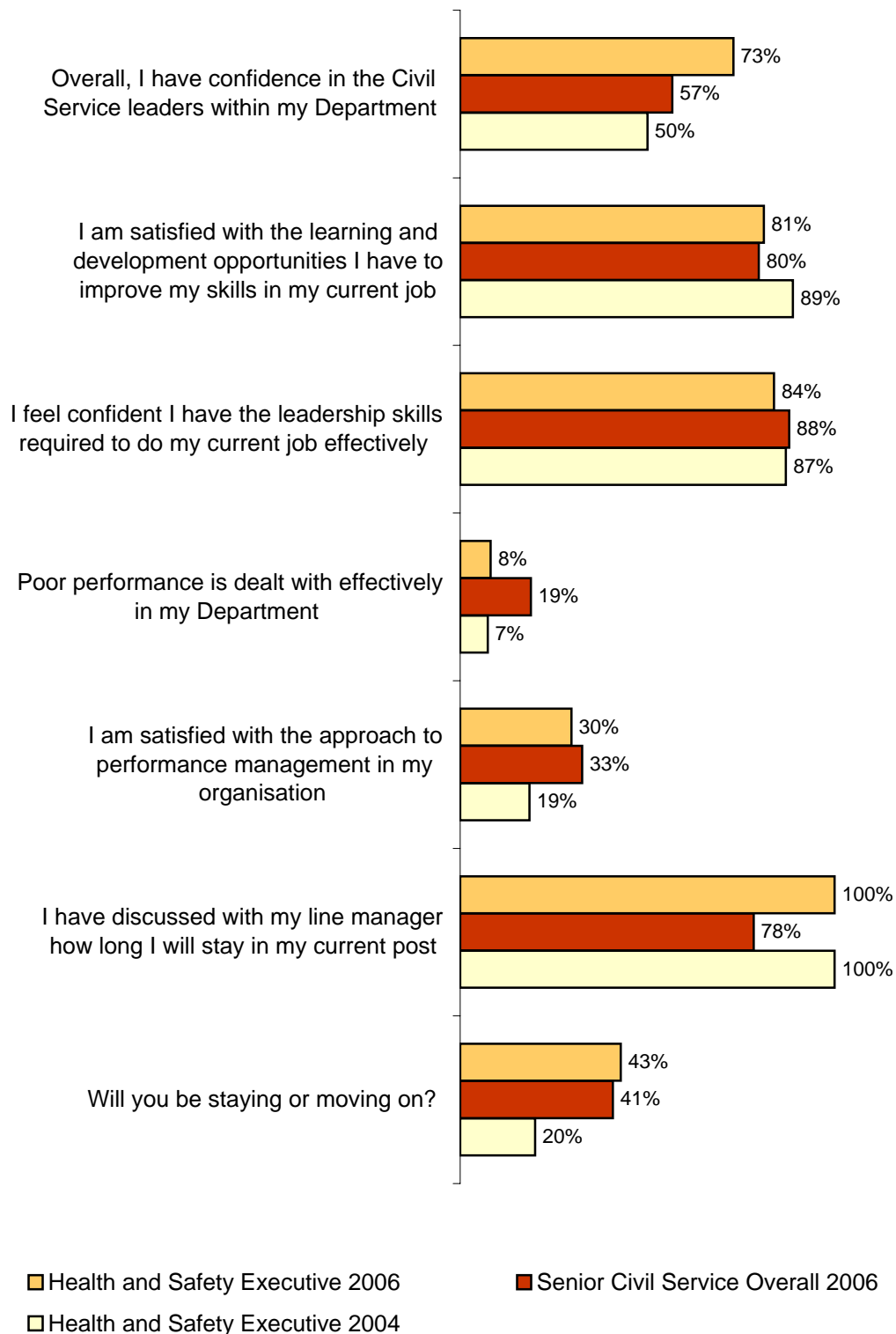
4. Comparison to External Benchmark

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	100	+15
4. The Department as a whole is well managed	62	+34
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	76	+32
7. Overall, I have confidence in the Civil Service leaders within my Department	73	+38
18. The Executive Board/Management Board/Top team in my Department provide effective leadership	65	+32
19. The Executive Board/Management Board/Top team in my Department are sufficiently visible in this organisation	70	+29
22. I am satisfied with the learning and development opportunities I have to improve my skills in my current job	81	+14
23. My performance has improved as a result of skills I have developed over the past year	68	+12
25. The people I manage have the skills they need to deliver their objectives	73	-4
27. I receive regular and constructive feedback on my performance	54	+1
28. During my last performance evaluation my manager helped me to focus on improving my performance *	57	-3
29. Poor performance is dealt with effectively in my Department	8	-18
32. I am satisfied with the opportunities for career progression within the Civil Service	57	+19
36. My job gives me a feeling of personal accomplishment	89	+28
38. I am satisfied with the recognition I receive for doing a good job	65	+19
39. I am treated with fairness and respect	89	+18
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	44	+20
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	43	-10
43. I am comfortable with the level of pressure placed upon me in my job	65	+3
44. I am able to strike the right balance between my work and home life	46	-21
45. I am satisfied with my job	83	+20
46. I intend to still be working for this Department in 12 months' time	84	+19
51. I am proud to work for the Civil Service	89	+31
52. I feel a strong sense of belonging to the Department *	78	+22
55. I would recommend the Civil Service as a good place to work	70	+11

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	89%	32	57	8	3	0
3. I understand how my work contributes to the objectives of the Department	100%	68	32	0	0	0
6. I think it is safe to speak up and challenge the way things are done in the Department	76%	16	59	11	8	5
27. I receive regular and constructive feedback on my performance	54%	11	43	19	24	3
29. Poor performance is dealt with effectively in my Department	8%	0	8	32	49	11
39. I am treated with fairness and respect	89%	22	68	5	3	3
23. My performance has improved as a result of skills I have developed over the past year	68%	19	49	24	8	0
25. The people I manage have the skills they need to deliver their objectives	73%	11	62	22	5	0
4. The Department as a whole is well managed	62%	5	57	19	16	3
7. Overall, I have confidence in the Civil Service leaders within my Department	73%	8	65	14	11	3
55. I would recommend the Civil Service as a good place to work	70%	16	54	19	11	0
45. I am satisfied with my job	83%	14	69	11	3	3
5. I feel change is managed well in this Department	22%	0	22	43	32	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	100			68	32	0	0	0	100	+2	37
4. The Department as a whole is well managed	62	19	19	5	57	19	16	3	62	+11	37
5. I feel change is managed well in this Department	22	43	35	0	22	43	32	3	22	-11	37
6. I think it is safe to speak up and challenge the way things are done in the Department	76	11	14	16	59	11	8	5	76	+16	37
7. Overall, I have confidence in the Civil Service leaders within my Department	73	14	14	8	65	14	11	3	73	+16	37

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	54	30	16	3	51	30	14	3	54	-2	37
9. ... make tough decisions about priorities when needed	38	32	30	3	35	32	24	5	38	-11	37
<u>Results</u>											
10. ... demonstrate personal commitment to improving existing practices and processes	73	11	16	5	68	11	16	0	73	+5	37
11. ... are effective in delivering results	68	27	5	5	62	27	5	0	68	+3	37
<u>Capability</u>											
12. ... create a culture of high performance and are intolerant of poor performance	16	49	35	0	16	49	27	8	16	-26	37
13. ... give personal time to identifying and developing talented people at all levels	51	24	24	0	51	24	19	5	51	+2	37
14. ... encourage innovation and creativity	46	38	16	0	46	38	16	0	46	-5	37
15. ... are personally active in efforts to improve equality and diversity	65	32		5	59	32	3	0	65	+7	37

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	51	46		5	46	46	0	3	51	-4	37
17. ... work together across organisational boundaries to deliver outcomes	46	35	19	3	43	35	16	3	46	-11	37
The Executive Board/Management Board/Top team in my Department ...											
18. ... provide effective leadership	65	19	16	3	62	19	14	3	65	+17	37
19. ... are sufficiently visible in this organisation	70	22	8	19	51	22	5	3	70	+25	37
20. ... collectively lead change and business improvement in the Department	54	41	5	5	49	41	5	0	54	+7	37
21. ... model a culture of effective teamwork	32	22	46	0	32	22	32	14	32	+6	37

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 *.






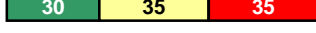

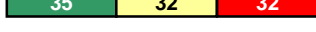
Section 3- Learning and Development

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	81	14	5	16	65	14	3	3	81	+1	37
23. My performance has improved as a result of skills I have developed over the past year	68	24	8	19	49	24	8	0	68	-8	37
24. I feel confident I have the leadership skills required to do my current job effectively	84	16		27	57	16	0	0	84	-4	37
25. The people I manage have the skills they need to deliver their objectives	73	22	5	11	62	22	5	0	73	-2	37

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				38	57	3	0	3	95	+2	37
27. I receive regular and constructive feedback on my performance				11	43	19	24	3	54	-2	37
28. During my last performance evaluation my manager helped me to focus on improving my performance				5	51	30	11	3	57	+3	37
29. Poor performance is dealt with effectively in my Department				0	8	32	49	11	8	-11	37
30. The appraisal system is fair, based on individual merit				3	51	24	16	5	54	+8	37
31. I am satisfied with the approach to performance management in my organisation				0	30	35	27	8	30	-3	37
32. I am satisfied with the opportunities for career progression within the Civil Service				5	51	27	14	3	57	-1	37
33. The system for career progression is fair to everyone				0	35	32	27	5	35	-4	37
34. I have discussed with my line manager how long I will stay in my current post				Yes 100	No 0				100	+22	9
35. Will you be staying or moving on?				Staying 43	Moving On 29	Don't Know 29			43	+2	7

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	89	5	5	41	49	5	3	3	89	-1	37
37. I am satisfied with the extent to which I am involved with decisions that affect my work	83	6	11	17	67	6	8	3	83	+5	36
38. I am satisfied with the recognition I receive for doing a good job	65	19	16	22	43	19	14	3	65	+2	37
39. I am treated with fairness and respect	89	5	5	22	68	5	3	3	89	+9	37
40. The way pay is determined is clear and transparent	24	35	41	11	14	35	32	8	24	-8	37
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	44	17	39	11	33	17	22	17	44	+5	36
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	43	14	43	14	30	14	32	11	43	+2	37
43. I am comfortable with the level of pressure placed upon me in my job	65	11	24	5	59	11	22	3	65	-5	37
44. I am able to strike the right balance between my work and home life	46	24	30	8	38	24	22	8	46	-2	37
45. I am satisfied with my job	83	11	6	14	69	11	3	3	83	+3	36
46. I intend to still be working for this Department in 12 months' time	84	8	8	19	65	8	8	0	84	+13	37
47. I intend to seek a job outside the Civil Service within the next 2-3 years *	56	31	14	3	11	31	47	8	56	+9	36

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	97			70	27	3	0	0	97	-1	37
50. I am willing to put in a great deal of effort beyond what is normally expected to help my Department succeed	86	11		43	43	11	3	0	86	-5	37
51. I am proud to work for the Civil Service	89	8		32	57	8	3	0	89	+8	37
52. I feel a strong sense of belonging to the Department	78	16	5	27	51	16	3	3	78	+8	37
53. I feel a strong sense of belonging to the Civil Service	68	24	8	16	51	24	5	3	68	+1	37
54. I feel a strong sense of belonging to the Senior Civil Service	62	27	11	14	49	27	8	3	62	+10	37
55. I would recommend the Civil Service as a good place to work	70	19	11	16	54	19	11	0	70	+2	37

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:	37	26	10	28	6	3	0	13	18	4	2
3. I understand how my work contributes to the objectives of the Department	100	100	100	100				100	100		
4. The Department as a whole is well managed	62	65	60	57				69	50		
5. I feel change is managed well in this Department	22	23	20	14				23	22		
6. I think it is safe to speak up and challenge the way things are done in the Department	76	81	70	71				85	72		
7. Overall, I have confidence in the Civil Service leaders within my Department	73	73	80	64				77	72		

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:	37	5	5	6	21	2	1	1	33
3. I understand how my work contributes to the objectives of the Department	100				100				100
4. The Department as a whole is well managed	62				71				58
5. I feel change is managed well in this Department	22				29				21
6. I think it is safe to speak up and challenge the way things are done in the Department	76				71				73
7. Overall, I have confidence in the Civil Service leaders within my Department	73				81				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 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:	37	26	10	28	6	3	0	13	18	4	2
8. On the whole, the SCS in my Department inspire staff with a positive vision	54	58	50	50				62	50		
9. On the whole, the SCS in my Department make tough decisions about priorities when needed	38	42	30	36				38	33		
10. On the whole, the SCS in my Department demonstrate personal commitment to improving existing practices and processes	73	73	80	75				69	78		
11. On the whole, the SCS in my Department are effective in delivering results	68	65	80	61				62	72		
12. On the whole, the SCS in my Department create a culture of high performance and are intolerant of poor performance	16	19	10	14				23	17		
13. On the whole, the SCS in my Department give personal time to identifying and developing talented people at all levels	51	50	60	43				54	56		
14. On the whole, the SCS in my Department encourage innovation and creativity	46	46	50	43				46	44		
15. On the whole, the SCS in my Department are personally active in efforts to improve equality and diversity	65	62	80	61				54	61		
16. On the whole, the SCS in my Department show personal commitment to their own learning and to teaching others	51	50	60	50				69	50		
17. On the whole, the SCS in my Department work together across organisational boundaries to deliver outcomes	46	35	80	46				46	56		
18. The Executive Board/Management Board/Top team in my Department provide effective leadership	65	65	70	57				62	67		
19. The Executive Board/Management Board/Top team in my Department are sufficiently visible in this organisation	70	65	80	64				85	61		
20. The Executive Board/Management Board/Top team in my Department collectively lead change and business improvement in the Department	54	46	80	43				46	61		
21. The Executive Board/Management Board/Top team in my Department model a culture of effective teamwork	32	27	50	25				46	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 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:	37	5	5	6	21	2	1	1	33
8. On the whole, the SCS in my Department inspire staff with a positive vision	54				52				52
9. On the whole, the SCS in my Department make tough decisions about priorities when needed	38				33				33
10. On the whole, the SCS in my Department demonstrate personal commitment to improving existing practices and processes	73				76				70
11. On the whole, the SCS in my Department are effective in delivering results	68				76				67
12. On the whole, the SCS in my Department create a culture of high performance and are intolerant of poor performance	16				19				15
13. On the whole, the SCS in my Department give personal time to identifying and developing talented people at all levels	51				52				45
14. On the whole, the SCS in my Department encourage innovation and creativity	46				38				42
15. On the whole, the SCS in my Department are personally active in efforts to improve equality and diversity	65				67				67
16. On the whole, the SCS in my Department show personal commitment to their own learning and to teaching others	51				57				52
17. On the whole, the SCS in my Department work together across organisational boundaries to deliver outcomes	46				52				45
18. The Executive Board/Management Board/Top team in my Department provide effective leadership	65				67				61
19. The Executive Board/Management Board/Top team in my Department are sufficiently visible in this organisation	70				76				67
20. The Executive Board/Management Board/Top team in my Department collectively lead change and business improvement in the Department	54				57				52
21. The Executive Board/Management Board/Top team in my Department model a culture of effective teamwork	32				29				24

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:	37	26	10	28	6	3	0	13	18	4	2
22. I am satisfied with the learning and development opportunities I have to improve my skills in my current job	81	77	90	79				69	89		
23. My performance has improved as a result of skills I have developed over the past year	68	65	70	61				69	72		
24. I feel confident I have the leadership skills required to do my current job effectively	84	85	90	79				62	94		
25. The people I manage have the skills they need to deliver their objectives	73	69	90	71				46	89		

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:	37	5	5	6	21	2	1	1	33
22. I am satisfied with the learning and development opportunities I have to improve my skills in my current job	81				86				82
23. My performance has improved as a result of skills I have developed over the past year	68				62				67
24. I feel confident I have the leadership skills required to do my current job effectively	84				90				85
25. The people I manage have the skills they need to deliver their objectives	73				86				76

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:	37	26	10	28	6	3	0	13	18	4	2
26. I have challenging work objectives	95	96	90	93				85	100		
27. I receive regular and constructive feedback on my performance	54	50	70	54				54	61		
28. During my last performance evaluation my manager helped me to focus on improving my performance	57	62	50	61				46	61		
29. Poor performance is dealt with effectively in my Department	8	8	10	11				8	11		
30. The appraisal system is fair, based on individual merit	54	50	70	50				46	61		
31. I am satisfied with the approach to performance management in my organisation	30	31	30	29				15	33		
32. I am satisfied with the opportunities for career progression within the Civil Service	57	62	40	54				77	50		
33. The system for career progression is fair to everyone	35	31	50	36				38	39		
34. I have discussed with my line manager how long I will stay in my current post	100	100	100	100				0	100		
35. Will you be staying or moving on?	43	43	0	40				100	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 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:	37	5	5	6	21	2	1	1	33
26. I have challenging work objectives	95				90				94
27. I receive regular and constructive feedback on my performance	54				67				55
28. During my last performance evaluation my manager helped me to focus on improving my performance	57				67				58
29. Poor performance is dealt with effectively in my Department	8				5				9
30. The appraisal system is fair, based on individual merit	54				62				55
31. I am satisfied with the approach to performance management in my organisation	30				43				33
32. I am satisfied with the opportunities for career progression within the Civil Service	57				57				58
33. The system for career progression is fair to everyone	35				38				36
34. I have discussed with my line manager how long I will stay in my current post	100				100				100
35. Will you be staying or moving on?	43				50				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 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:	37	26	10	28	6	3	0	13	18	4	2
36. My job gives me a feeling of personal accomplishment	89	88	90	86				85	89		
37. I am satisfied with the extent to which I am involved with decisions that affect my work	83	85	78	81				85	82		
38. I am satisfied with the recognition I receive for doing a good job	65	65	70	57				62	61		
39. I am treated with fairness and respect	89	88	90	86				92	89		
40. The way pay is determined is clear and transparent	24	27	20	18				31	22		
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	44	44	50	41				38	59		
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	43	46	40	43				46	50		
43. I am comfortable with the level of pressure placed upon me in my job	65	69	60	61				69	72		
44. I am able to strike the right balance between my work and home life	46	46	40	46				46	56		
45. I am satisfied with my job	83	80	90	79				85	83		
46. I intend to still be working for this Department in 12 months' time	84	81	90	86				92	78		
47. I intend to seek a job outside the Civil Service within the next 2-3 years	56	54	67	56				38	76		

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:	37	5	5	6	21	2	1	1	33
36. My job gives me a feeling of personal accomplishment	89				90				88
37. I am satisfied with the extent to which I am involved with decisions that affect my work	83				80				81
38. I am satisfied with the recognition I receive for doing a good job	65				71				64
39. I am treated with fairness and respect	89				86				88
40. The way pay is determined is clear and transparent	24				24				21
41. In comparison with similar jobs in other organisations, I feel my pay is reasonable	44				33				41
42. In comparison with similar jobs in other organisations, I feel my total benefits package is reasonable	43				33				36
43. I am comfortable with the level of pressure placed upon me in my job	65				67				61
44. I am able to strike the right balance between my work and home life	46				43				45
45. I am satisfied with my job	83				86				82
46. I intend to still be working for this Department in 12 months' time	84				90				88
47. I intend to seek a job outside the Civil Service within the next 2-3 years	56				55				59

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:	37	26	10	28	6	3	0	13	18	4	2	
49. I am committed to seeing my Department succeed	97	100	90	96				92	100			
50. I am willing to put in a great deal of effort beyond what is normally expected to help my Department succeed	86	85	90	82				85	89			
51. I am proud to work for the Civil Service	89	88	90	86				85	89			
52. I feel a strong sense of belonging to the Department	78	81	70	75				62	83			
53. I feel a strong sense of belonging to the Civil Service	68	65	70	64				77	67			
54. I feel a strong sense of belonging to the Senior Civil Service	62	54	80	57				69	61			
55. I would recommend the Civil Service as a good place to work	70	73	70	71				77	72			

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:	37	5	5	6	21	2	1	1	33
49. I am committed to seeing my Department succeed	97				95				97
50. I am willing to put in a great deal of effort beyond what is normally expected to help my Department succeed	86				86				85
51. I am proud to work for the Civil Service	89				90				91
52. I feel a strong sense of belonging to the Department	78				76				76
53. I feel a strong sense of belonging to the Civil Service	68				71				70
54. I feel a strong sense of belonging to the Senior Civil Service	62				71				67
55. I would recommend the Civil Service as a good place to work	70				62				70