



Cabinet Office

Civil Service People Survey 2013

Summary of findings

February 2014

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The 2013 survey is the fifth annual Civil Service People Survey

The 2013 survey ran from 1st to 31st October, and was completed by 270,793 people in 98 organisations. The response rate was 61%, down one percentage point on last year. Across participating organisations the median response rate was 78%, up one percentage point from last year.

Across the 98 organisations, 8,570 teams have received a report of their results. Of these, 837 teams achieved a response rate of 100%, and a further 2,563 achieved a response rate between 80% and 99%. Only 1,556 teams did not manage to achieve a 50% response rate.

Running a single survey across the Civil Service allows us to obtain a dataset of comparable metrics on the performance and morale of our organisations because everyone answers the same questions at the same time. Before we set up the single survey not every department or agency ran a survey of their employees; those that did asked different questions and ran them at different times of the year.

Having comparable data allows us to integrate survey metrics more closely into the management of our organisations, so that senior leaders are accountable for not just what their organisation does but also how their organisation achieves results.

The single survey approach delivers strong economies of scale, the 2013 survey will cost 64% less than the 2008/9 baseline cost when departments and agencies commissioned their own surveys.

The 2013 People Survey results show key strengths and important improvements

High ratings have been seen over the last five years for scores about the work our staff do, their line managers and the teams they work in. **89% are interested in their work, and 83% are clear about what is expected in their job.** Additionally, 88% say they are trusted to do their job effectively, 80% say their team works together to improve the service they provide, and 79% say their manager is open to their ideas.

The Civil Service benchmark is the median score of the 98 Departments and Agencies that take part in the survey. This year, despite a tough operating environment, the overall benchmark scores have remained stable. **The benchmark employee engagement index is 58%, unchanged from last year.**

Across the nine engagement driver themes **five have seen an increase in the benchmark score since 2012.**

The largest increase at theme level has been for learning and development. The benchmark score has increased 3 percentage points, and has now recovered more than half the drop in scores seen between 2009 and 2010.

The leadership and managing change benchmark, one of our most challenging themes in the survey, has increased by one percentage point.

Of the 62 questions in the core questionnaire 36 have seen an increase since 2012, with six seeing an increase of 3 percentage points or more.

Four of the five questions added in 2012 to provide further measurement of the culture of our organisations have seen an increase. The 4 percentage point increase in the benchmark score for “I believe I would be supported if I try a new idea, even if it may not work” is the strongest improvement of all core questions.

Employee engagement in the Civil Service

External evidence shows clear business benefits from improving levels of engagement

“In our business with almost 150,000 people, engagement is a key concern. In businesses of our scale, you don’t even get started without engagement”
Justin King, CEO of Sainsbury’s¹

“It is about how we create the conditions in which employees offer more of their capability and potential.”
David MacLeod, co-author of *The Extra Mile* and *Engaging for Success*¹

“Employees who work for engaging organisations get an organisation they feel proud to work for, managers who are more likely to listen and care for them, leaders who listen to and inspire them, more opportunities for personal growth, teams that support each other. They are likely to perceive the deal they get from their employer as positive, and they get lower levels of stress and a better work life balance.”
Jonathan Austin, Best Companies¹

There is an ever increasing body of evidence demonstrating the business benefit of employee engagement in both the private and public sector.

Engage for Success, a cross-economy movement of business, charity and public sector leaders, compiled the most recent assessment of evidence in 2012². A selection of specific case study examples of benefits are shown below.

Income Growth

Marks & Spencer’s found over a four year period that stores with increasing employee engagement delivered, on average, £62 million more sales than stores with declining levels of engagement.

Customer/client satisfaction

Research in the NHS shows clear links between the level of engagement and levels of patient satisfaction, as well as the link with outcome measures such as mortality rates.

Absence and wellbeing

Aon Hewitt analysis shows that companies with highly engaged staff have half the levels of sickness absence and lower levels of workplace stress than companies with low levels of engagement.

Furthermore, the Gallup organisation which have been conducting employee research for the past 40 years consistently show through meta-analysis³ that engagement is positively correlated with:

- Customer satisfaction
- Profitability
- Productivity
- Reducing absenteeism
- Product and service quality

Productivity and performance

RSA insurance find that units with higher levels of engagement have 15% less “down-time” – effectively an “extra employee’s worth of work” for every 8 engaged employees.

Innovation

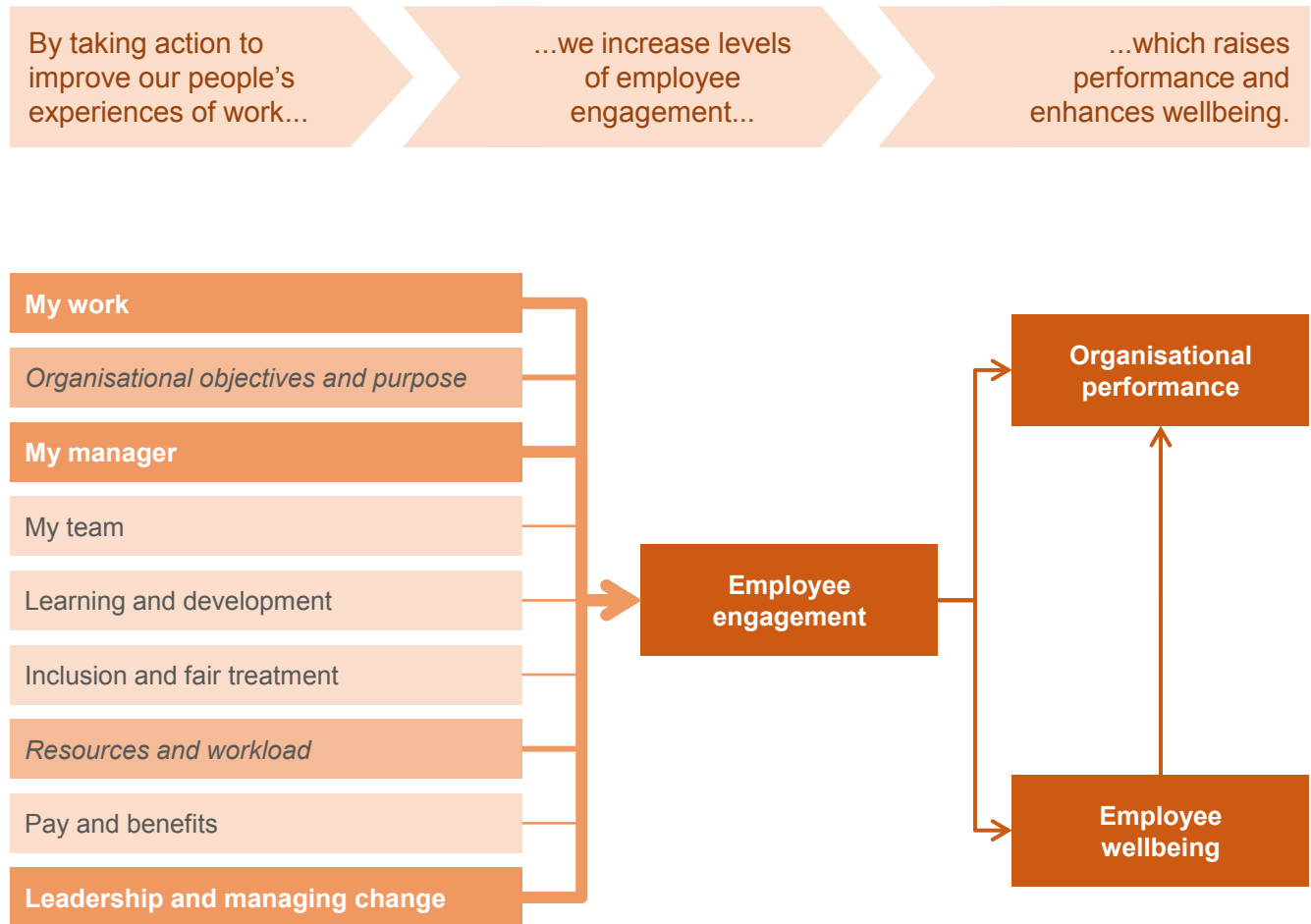
At BAE Systems, by more actively involving and engaging staff on the “shop-floor” they have identified over £26 million of improvement opportunities, and reduced the time taken to build Typhoon jets by 25%.

Retention

Rentokil have found that teams with the most improved levels of engagement saw employee retention increase, saving almost £7 million in costs associated with recruitment.

1. MacLeod D and Clarke N (2009) *Engaging for Success: enhancing performance through employee engagement* [online]; Engage for Success; last accessed 13-Nov-2013 <http://www.engageforsuccess.org/wp-content/uploads/2012/09/file52215.pdf>
2. Rayton B, Dodge T and D’Analeze G (2012) *The Evidence: report of the Employee Engagement Taskforce ‘Nailing the Evidence’ workgroup* [online]; Engage for Success; last accessed 13-Nov-2013 <http://cdn1.engageforsuccess.org/wp-content/uploads/2012/09/The-Evidence.pdf>
3. Gallup (2013) *State of the global workplace* [online]; Gallup; last accessed 13-Nov-2013 <http://www.gallup.com/strategicconsulting/164735/state-global-workplace.aspx>

Our analytical framework focuses on how employee engagement levels can be improved



The results of the People Survey have shown consistently that **leadership and managing change** is the strongest driver of employee engagement in the Civil Service, followed by the **my work** and **my manager** themes. The **organisational objectives and purpose** and **resources and workload** themes are also strongly associated with changes in levels of employee engagement.

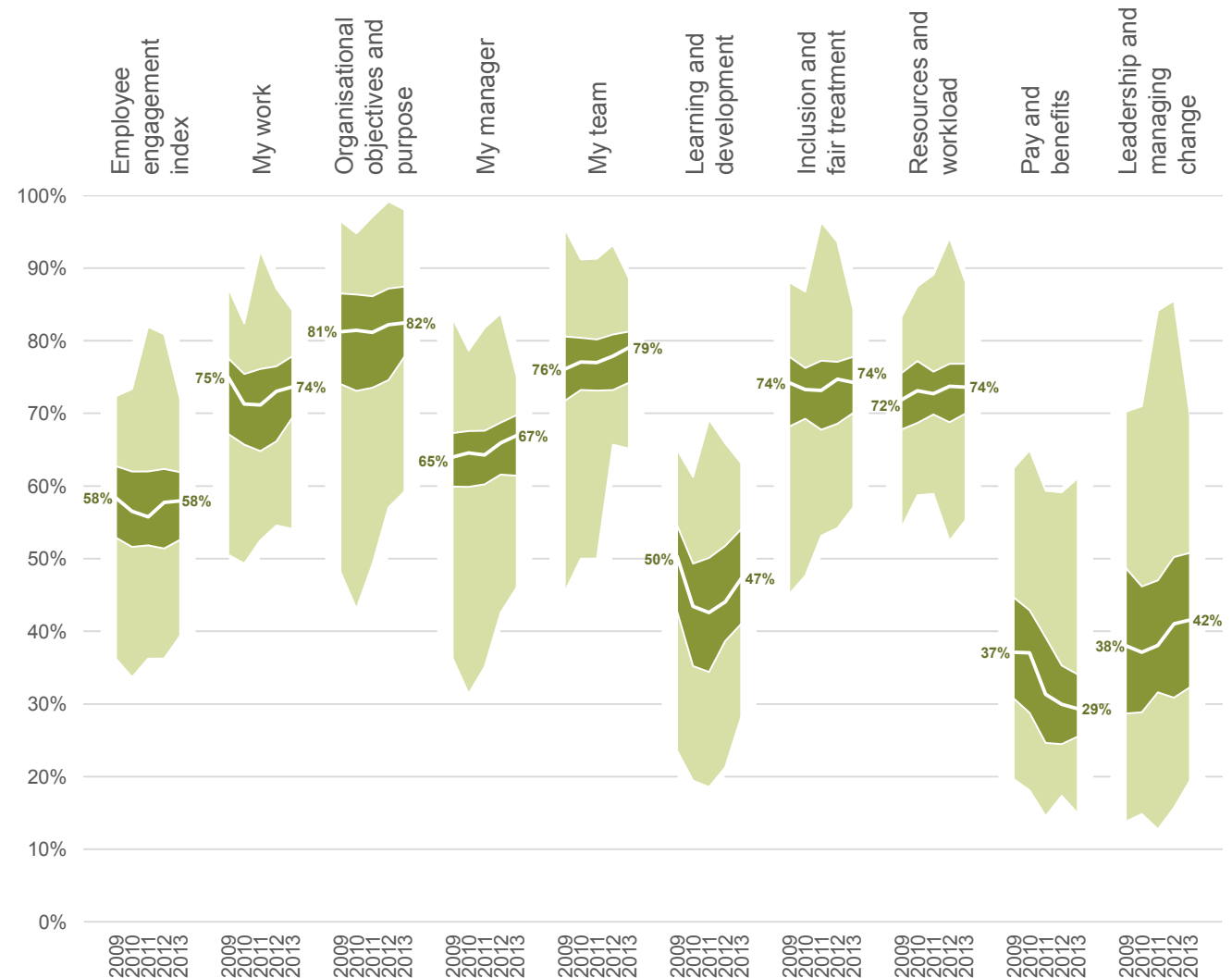
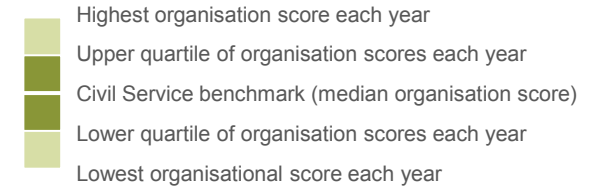
Seven of the survey's ten headline scores are at or above their 2009 position

In 2013 the benchmark employee engagement index is 58%, unchanged from 2012 and matching the 2009 benchmark position. Five of the nine engagement driver themes have improved since last year, including a three percentage point rise for learning and development.

36 questions have seen an increase in their benchmark score since last year. Six questions have seen an increase in their benchmark score of 3 percentage points or more.

Compared to 2009, five of the nine engagement driver themes have seen an increase in benchmark score, including a four percentage point increase in perceptions of leadership and managing change. One theme matches its 2009 benchmark position in 2013 and three themes are below their 2009 position.

Civil Service People Survey: benchmark and organisational summary scores 2009 to 2013

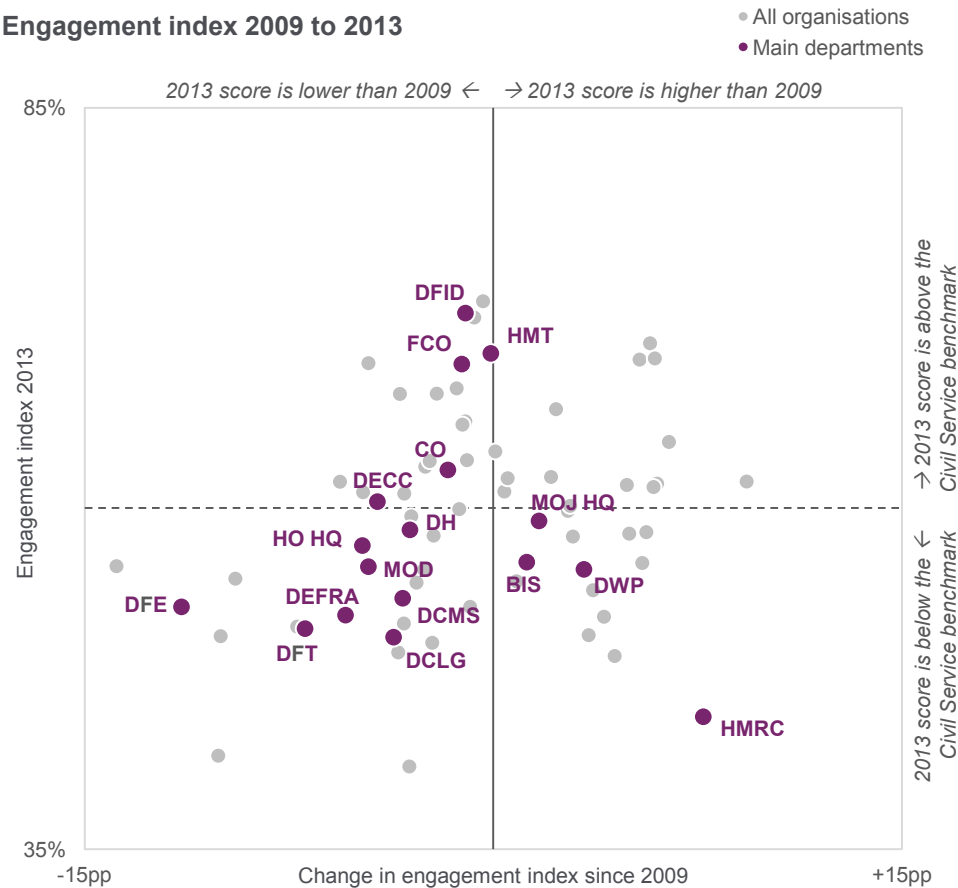


The benchmark figures mask strong variations in organisational performance

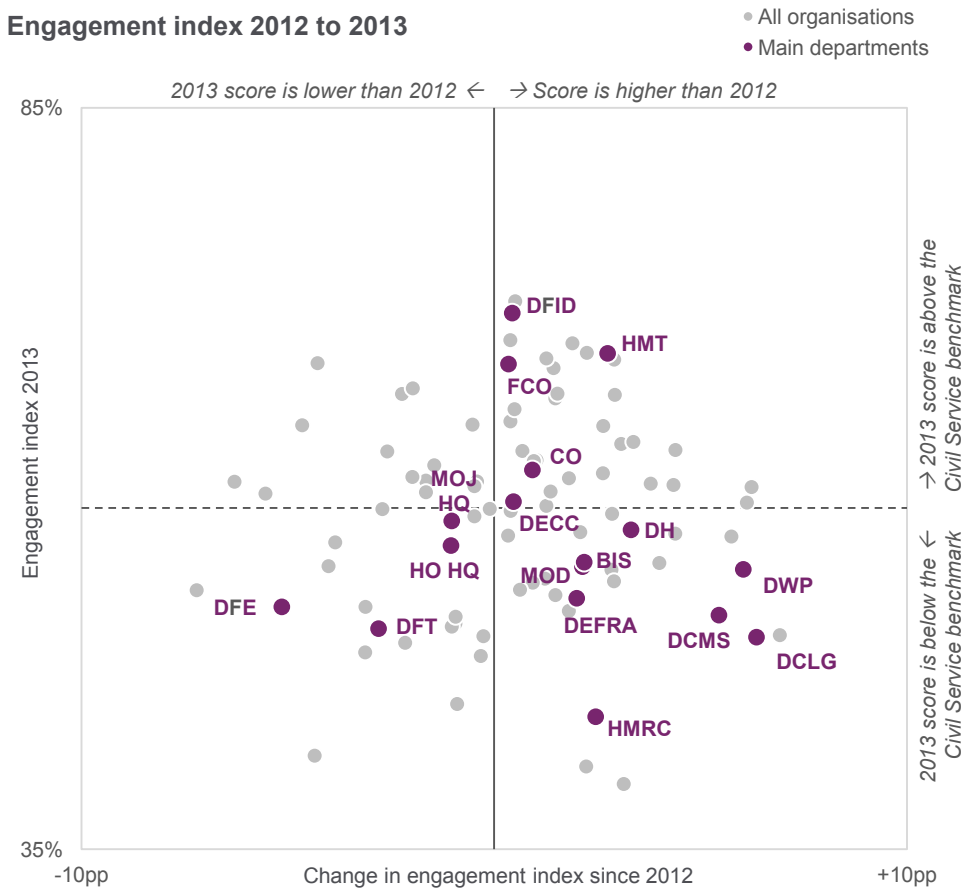
The Civil Service benchmark is the median (mid-point) score of all participating organisations. This is in line with standard industry practice when comparing employee survey results across organisations.

Compared to 2009 scores, all but four of the main departments remain behind their 2009 position. However, compared to 2012 only four of the main departments saw a decrease in their engagement index.

Engagement index 2009 to 2013



Engagement index 2012 to 2013

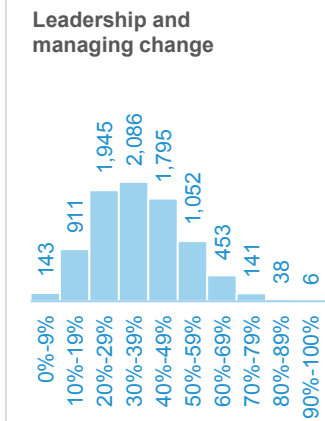
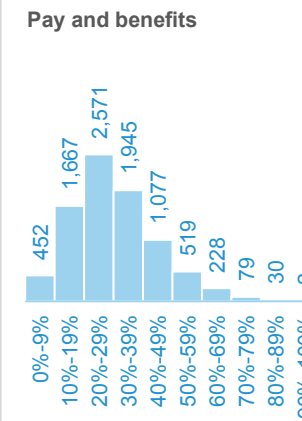
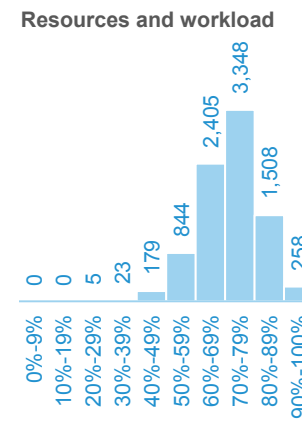
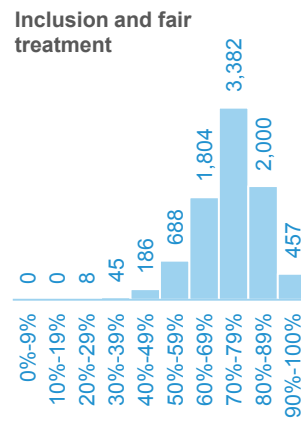
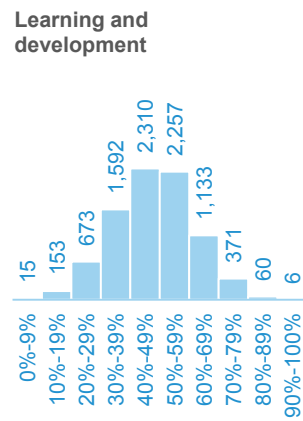
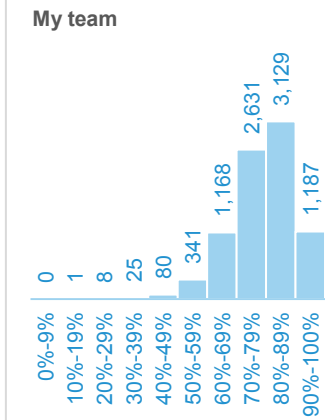
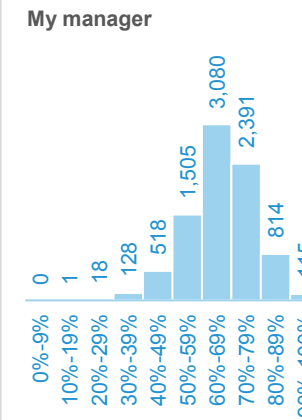
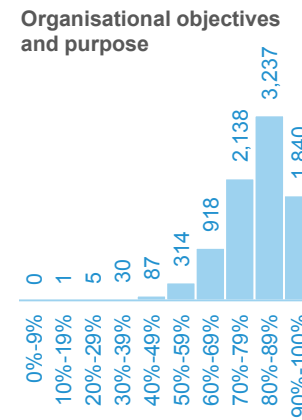
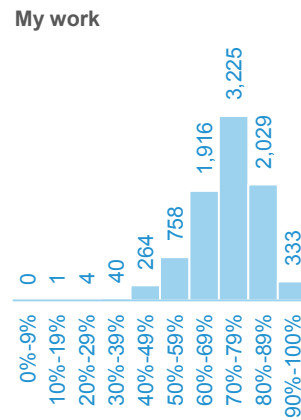
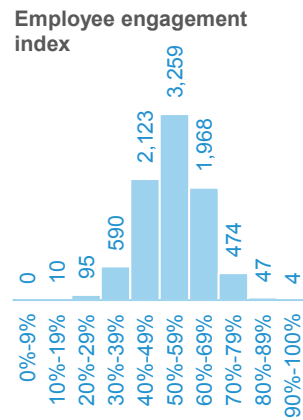


There is also substantial variation within organisations

The results of the People Survey are provided for all teams and units which get at least 10 responses. In 2013 this means some 8,570 reports have been provided to organisations.

These distributions show that only 1 in 10 teams score below 50% for the my manager theme, while only 1 in 5 teams score above 50% for the leadership and managing change theme.

The charts below show the distribution of scores for these 8,570 teams and units for each of the ten headline scores.



Leadership and managing change is the strongest driver of engagement, and remains a major challenge

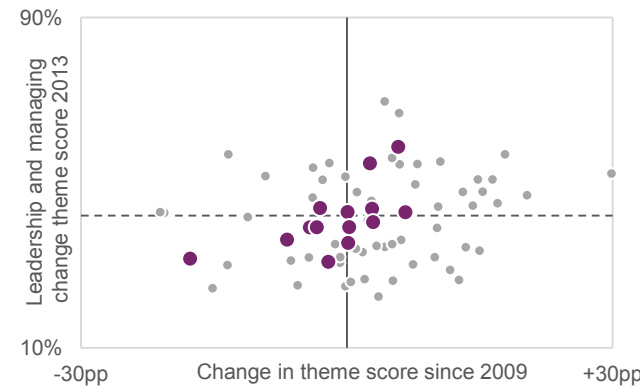
In 2013 five policy organisations score above their 2009 position for the leadership and managing change theme, and three matched their 2009 score. Six policy organisations remain below their 2009 score, however all but two are less than five percentage points below.

The performance of operational organisations is mixed. Smaller operational organisations (with fewer than 2,500 staff) tend to score higher than their larger peers.

However, all but five operational organisations with 2,500 staff or more have improved on their 2009 score.

Specialist organisations are the best performers in this theme, with most scoring above the Civil Service benchmark. Furthermore, all but four organisations in this group are above their 2009 position, with several demonstrating consistent year on year improvement.

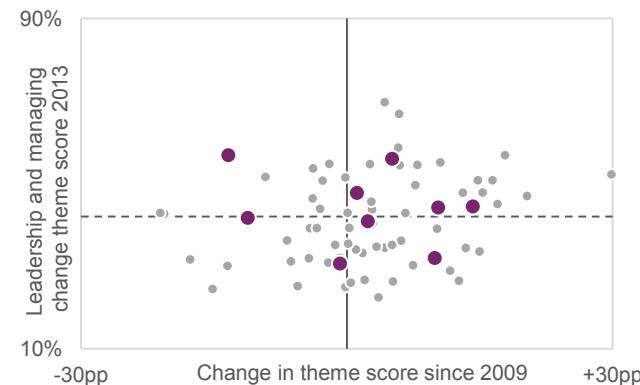
Policy organisations



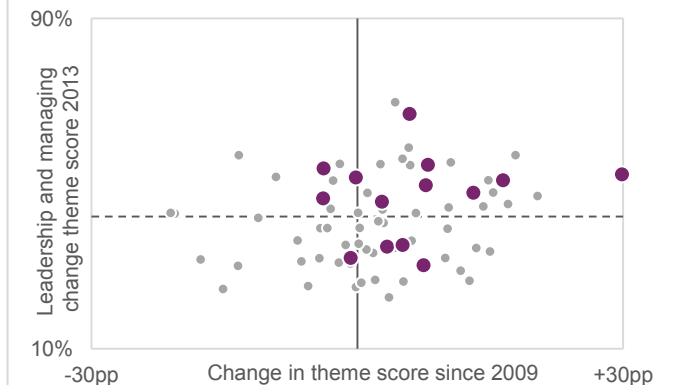
Operational organisations



Regulatory organisations



Specialist organisations



The dashed horizontal line indicates the 2013 Civil Service benchmark leadership and managing change score of 41%.

Overall scores for leadership also mask substantial variation within organisations

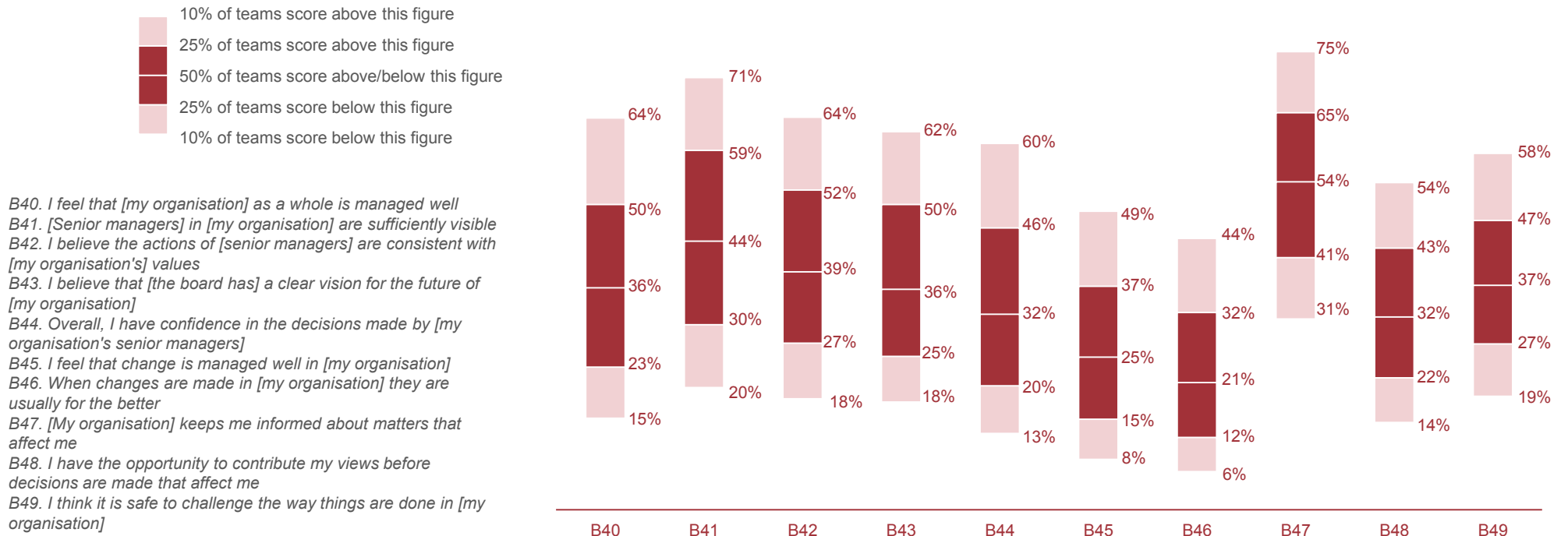
The leadership and managing change theme is comprised of ten questions covering staff's general experiences and perceptions of senior managers and change management.

As shown on page 10 there is substantial variation when looking at team and unit scores. The chart below highlights the variation in team scores across each of the leadership and managing change questions.

For eight of the questions less than 1 in 10 teams score above 70%, while for all but one question half of teams score below 50%.

Only for the question asking if staff feel kept informed (B47) do half of teams score above 50%.

Range of team and unit scores for the 10 questions in the leadership and managing change theme



Internal best practice can help more staff think it is safe to challenge the way things are done

The benchmark score for the question “I think it is safe to challenge the way things are done in [my organisation]” has remained relatively static since 2009 (39% in 2009 and 2010, 38% in 2011, 40% in 2012, 38% in 2013).

Within every organisation there is a wide range of team-level performance. If every organisation had instead achieved their internal team upper quartile score, then the

Civil Service benchmark score would be six percentage points higher at 46%.

The team upper quartile score is the score that separates the top 25% of teams from all other teams in that organisation. Learning from just the high performing teams within an organisation and spreading this knowledge and practice could lead to substantial improvements in the Civil Service benchmark score.



This chart only shows the highest and lowest scores and the team upper quartile scores for organisations with 10 or more team reports.

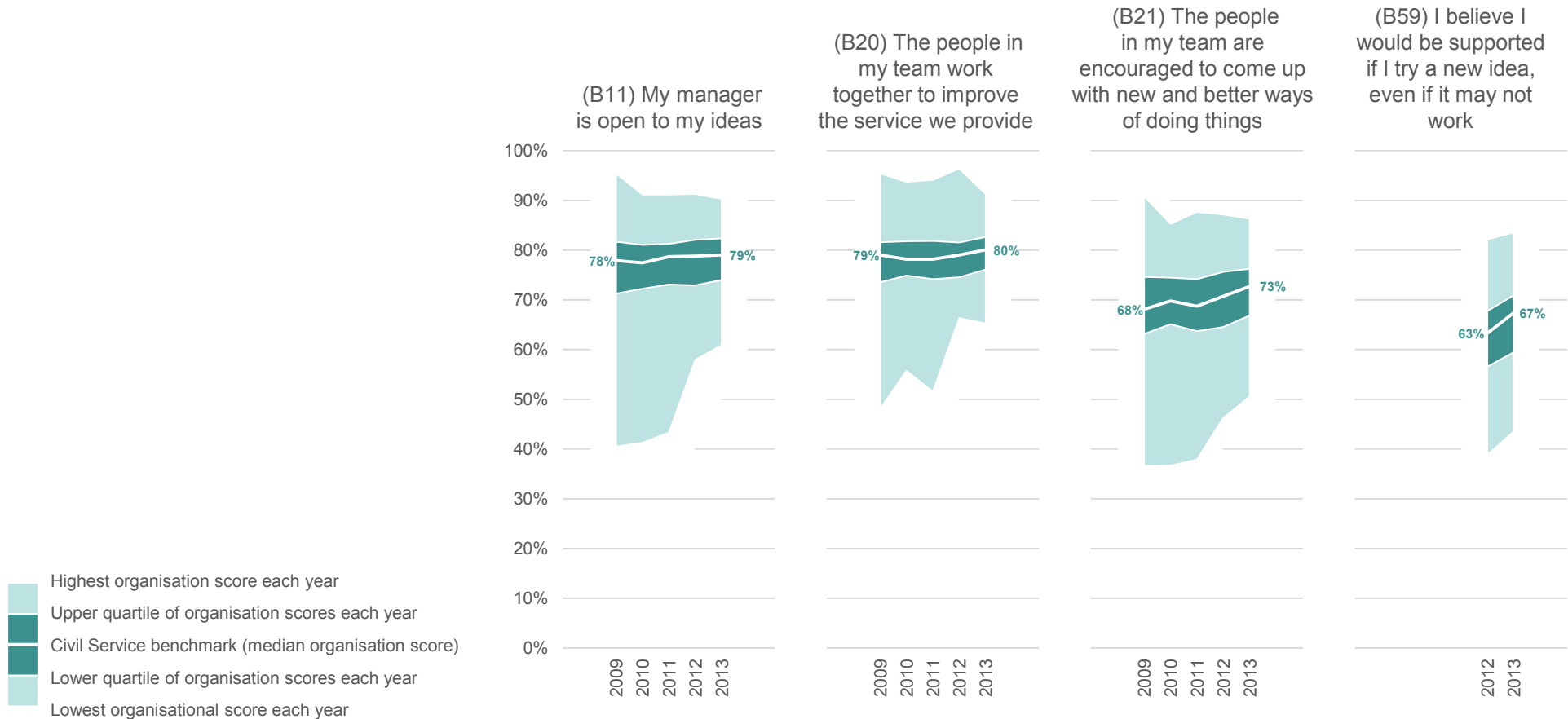
Scores relating to innovation are strong and improving

One of the key cultural changes the Civil Service Reform Plan sets out is for the Civil Service to encourage innovation and challenge the status quo.

Four questions in the survey help monitor whether we are fostering a culture of innovation, including a question added last year to measure whether staff felt they would be supported to try a new idea, even if it may not work.

This new question saw an increase in its benchmark score of 4 percentage points from 63% in 2012 to 67% in 2013.

Of the three measures included since 2009 the benchmark score for two questions (B11 and B20) has been relatively stable, at around 80%. The benchmark for staff feeling their team are encouraged to come up with new and better ways of doing things has increased from 68% in 2009 to 73% in 2013.



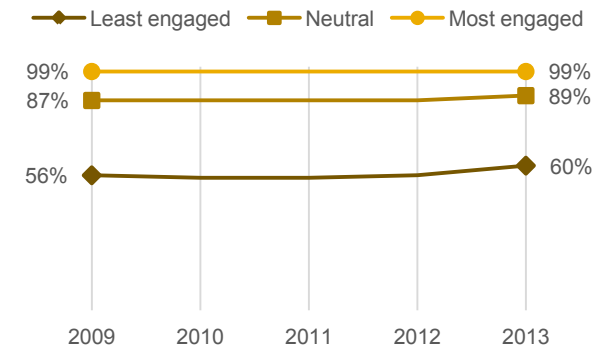
Improving staff involvement in decision making could increase levels of engagement

A different way of looking at responses to the survey is to segment respondents based on how they respond to the five questions we use to measure employee engagement.

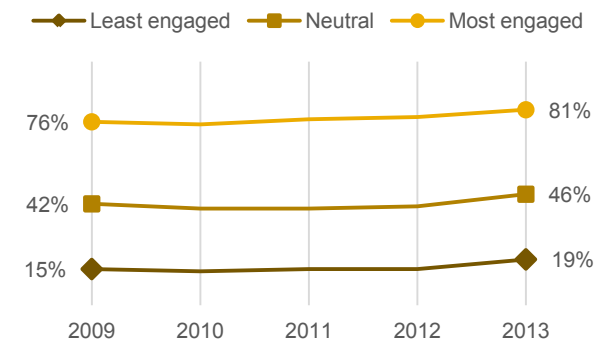
The second strongest driver of engagement after leadership and managing change is the my work theme, and 60% of our least engaged staff are interested in their work. However this is in contrast to the 99% of the most engaged staff and the 89% of staff who are neutral to the five engagement questions.

A more noticeable difference between these three groups is seen on the question “I am involved in decisions that affect my work”. 81% of the most engaged staff responded positively to this question, compared to 46% of those who are neutral, and just 19% of the least engaged respondents.

B01. I am interested in my work



B04. I am involved in decisions that affect my work



Departmental trends

Performance of main departments over time

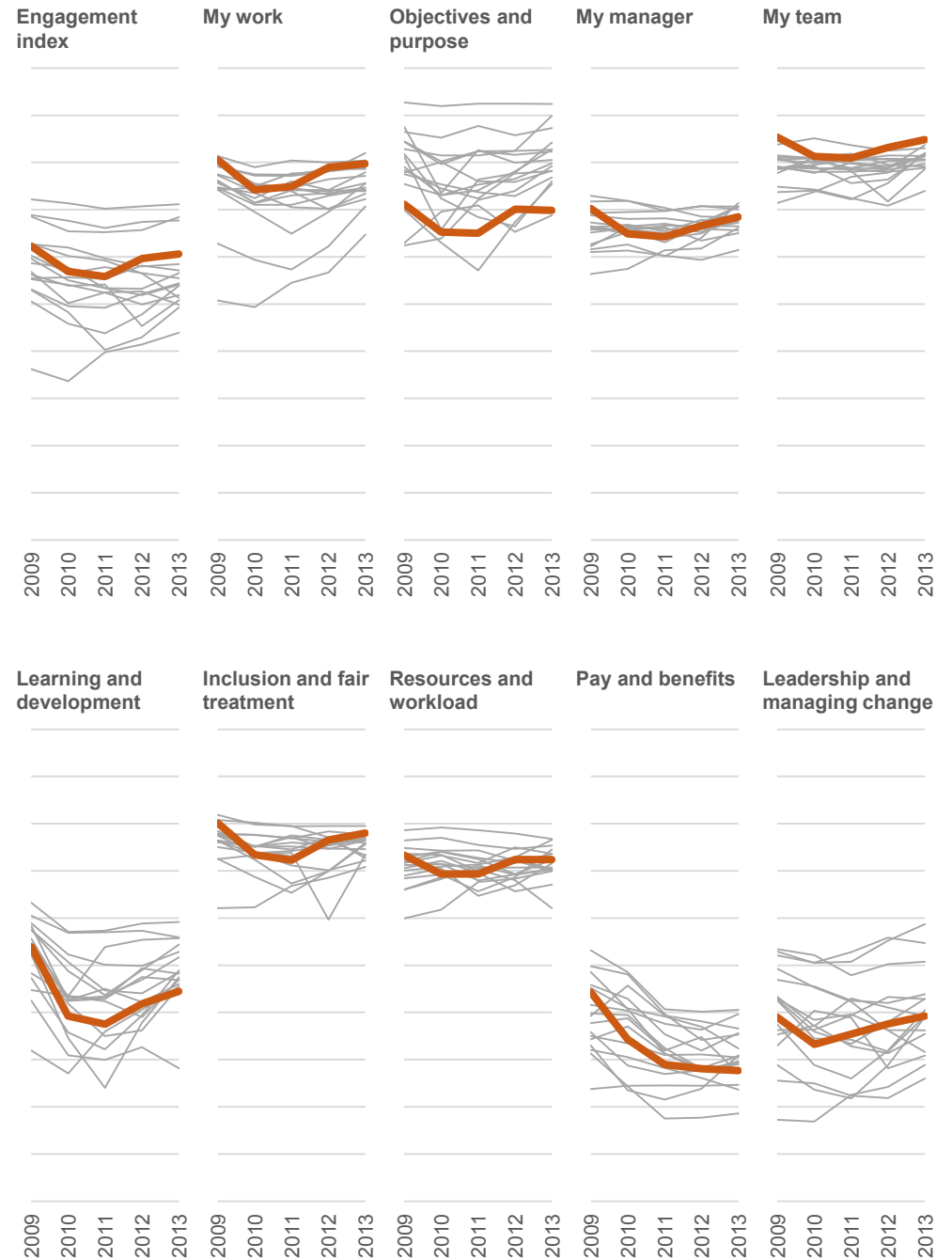
The following pages show for each of the 17 main departments their engagement index and scores for the nine engagement driver themes since 2009.

Alongside a table of scores, each page includes a graphical representation of the scores. The scores for the department of interest are highlighted in orange, while the scores of the other 16 departments are shown in grey.

The design of the Civil Service People Survey means that executive agencies are typically considered separate organisations from their parent department. The following pages therefore exclude the results of executive agencies, with the exception of the Department for Education who include their agency staff. Separately, while machinery of government changes have merged the functions of the UK Border Agency into the Home Office, these functions continue to conduct their own separate surveys.

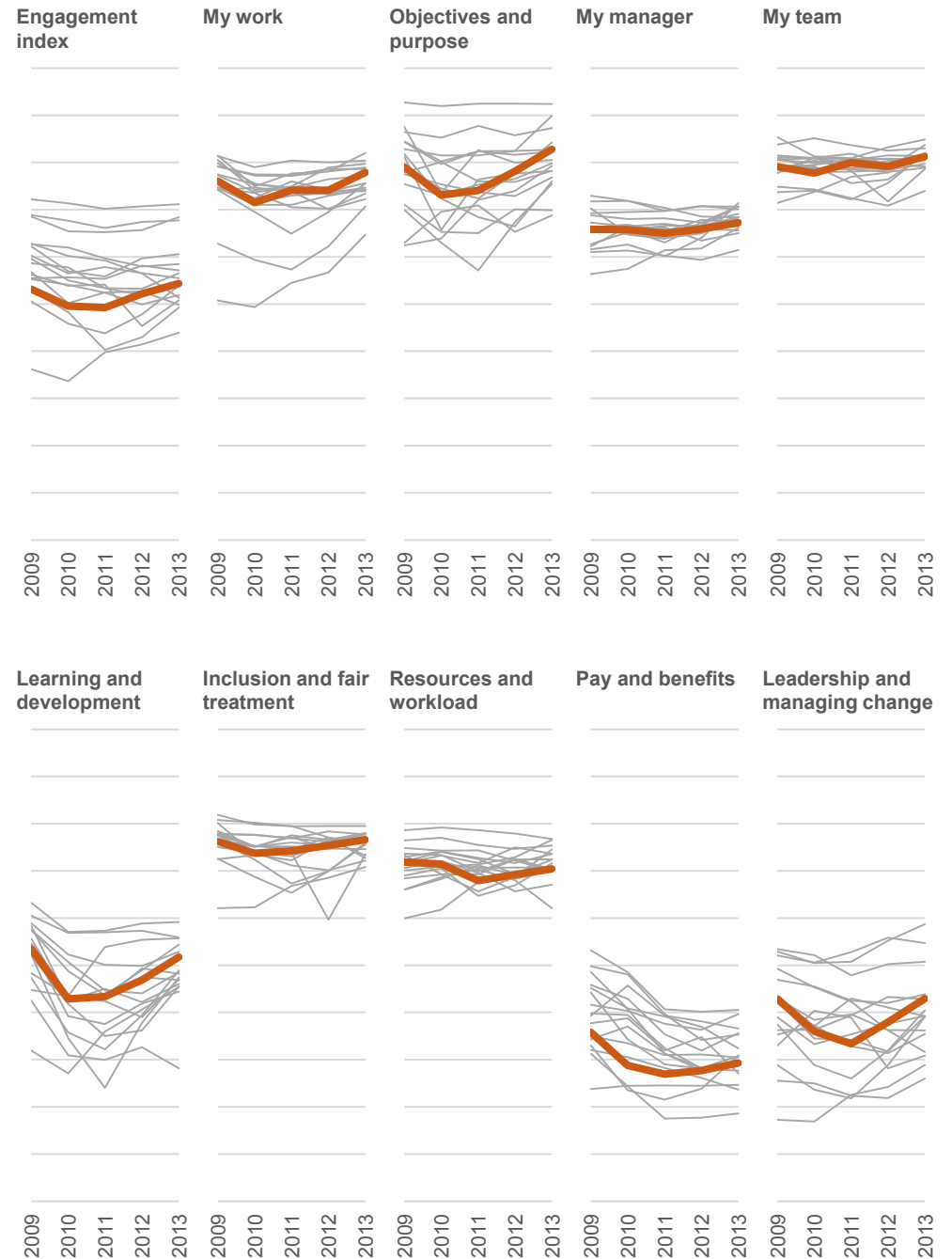
Cabinet Office

	2009	2010	2011	2012	2013
Employee engagement index	62%	57%	56%	60%	61%
My work	81%	74%	75%	79%	80%
Organisational objectives and purpose	71%	65%	65%	70%	70%
My manager	70%	65%	64%	67%	68%
My team	85%	81%	81%	83%	85%
Learning and development	54%	39%	38%	42%	44%
Inclusion and fair treatment	80%	73%	72%	77%	78%
Resources and workload	73%	69%	69%	72%	72%
Pay and benefits	44%	34%	29%	28%	28%
Leadership and managing change	39%	33%	35%	38%	39%
<i>Response rate</i>	86%	83%	93%	91%	95%



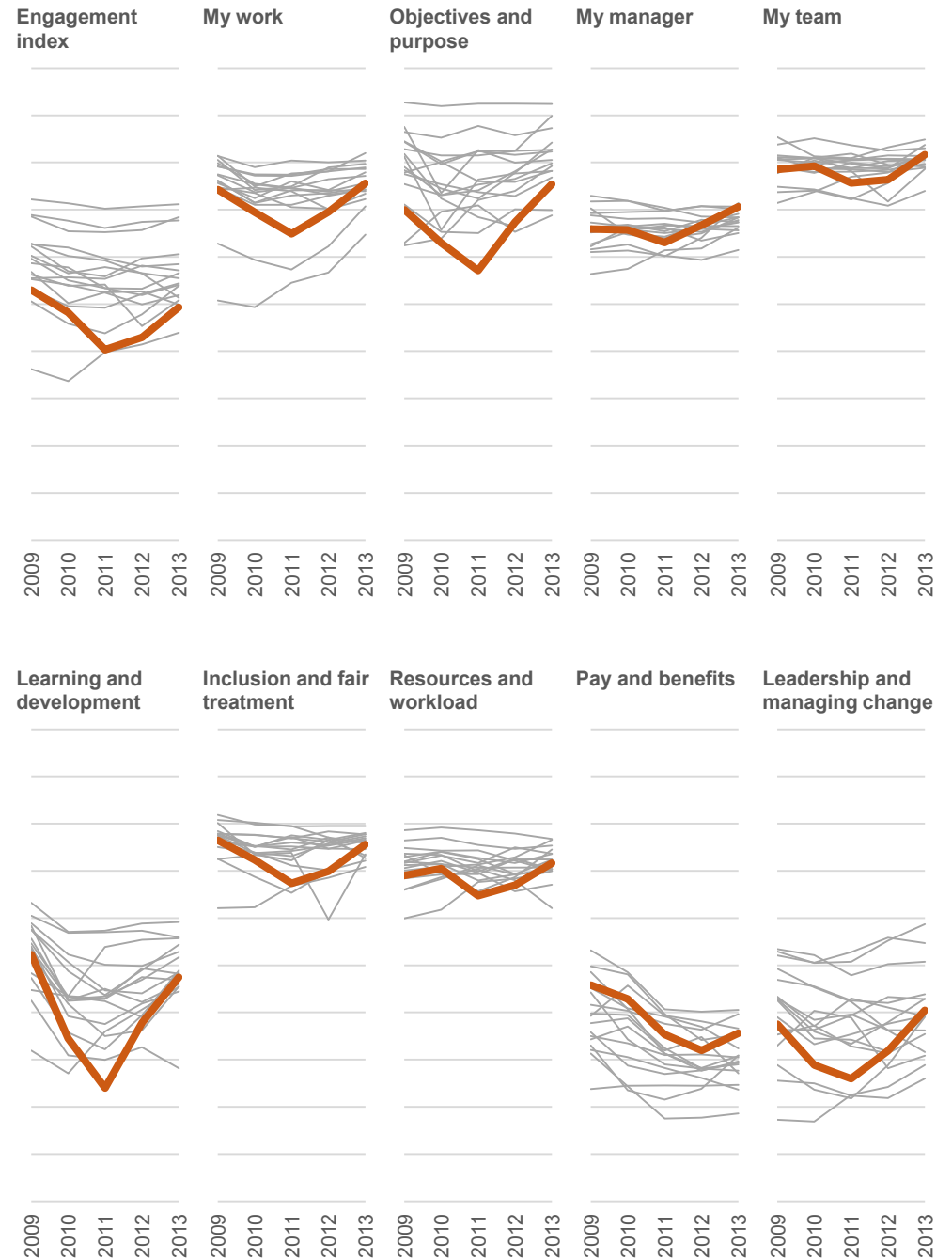
Department for Business, Innovation and Skills

	2009	2010	2011	2012	2013
Employee engagement index	53%	50%	49%	52%	54%
My work	76%	71%	74%	74%	78%
Organisational objectives and purpose	79%	73%	74%	78%	83%
My manager	66%	66%	65%	66%	67%
My team	79%	78%	80%	79%	81%
Learning and development	53%	43%	43%	47%	52%
Inclusion and fair treatment	76%	74%	74%	75%	77%
Resources and workload	72%	71%	68%	69%	70%
Pay and benefits	36%	29%	27%	28%	29%
Leadership and managing change	43%	36%	33%	38%	43%
<i>Response rate</i>	78%	71%	74%	75%	83%



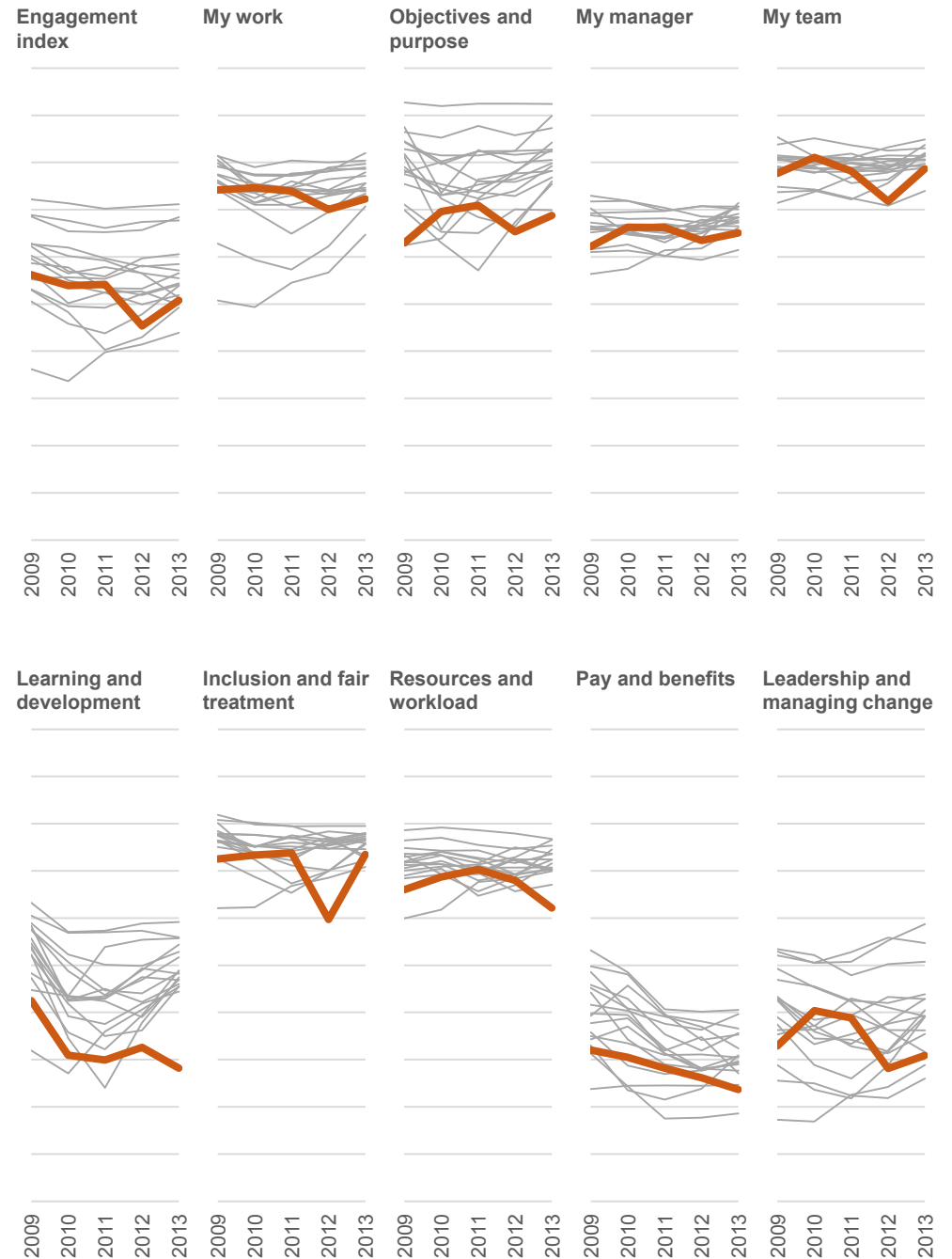
Department for Communities and Local Government

	2009	2010	2011	2012	2013
Employee engagement index	53%	48%	40%	43%	49%
My work	74%	69%	65%	70%	76%
Organisational objectives and purpose	70%	63%	57%	67%	75%
My manager	66%	66%	63%	67%	71%
My team	79%	79%	76%	76%	82%
Learning and development	52%	35%	24%	38%	47%
Inclusion and fair treatment	76%	72%	67%	70%	76%
Resources and workload	69%	71%	65%	67%	72%
Pay and benefits	46%	43%	35%	32%	36%
Leadership and managing change	38%	29%	26%	32%	40%
<i>Response rate</i>	73%	81%	76%	77%	78%



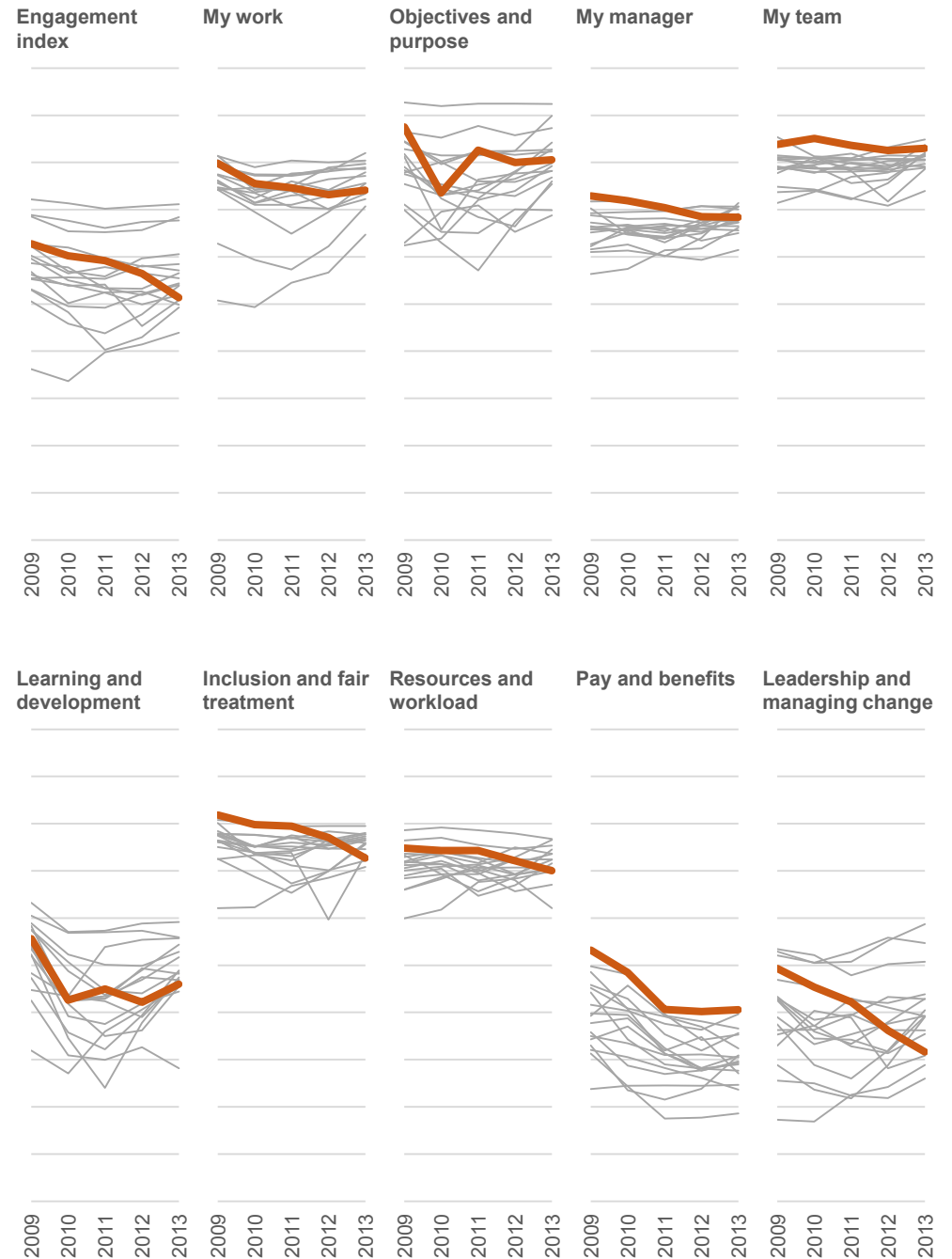
Department for Culture, Media and Sport

	2009	2010	2011	2012	2013
Employee engagement index	56%	54%	54%	45%	51%
My work	74%	75%	74%	70%	72%
Organisational objectives and purpose	63%	70%	71%	65%	69%
My manager	62%	66%	66%	63%	65%
My team	78%	81%	78%	72%	79%
Learning and development	42%	31%	30%	33%	28%
Inclusion and fair treatment	73%	73%	74%	60%	74%
Resources and workload	66%	69%	70%	68%	62%
Pay and benefits	32%	30%	28%	26%	24%
Leadership and managing change	33%	40%	39%	28%	31%
<i>Response rate</i>	91%	69%	67%	41%	66%



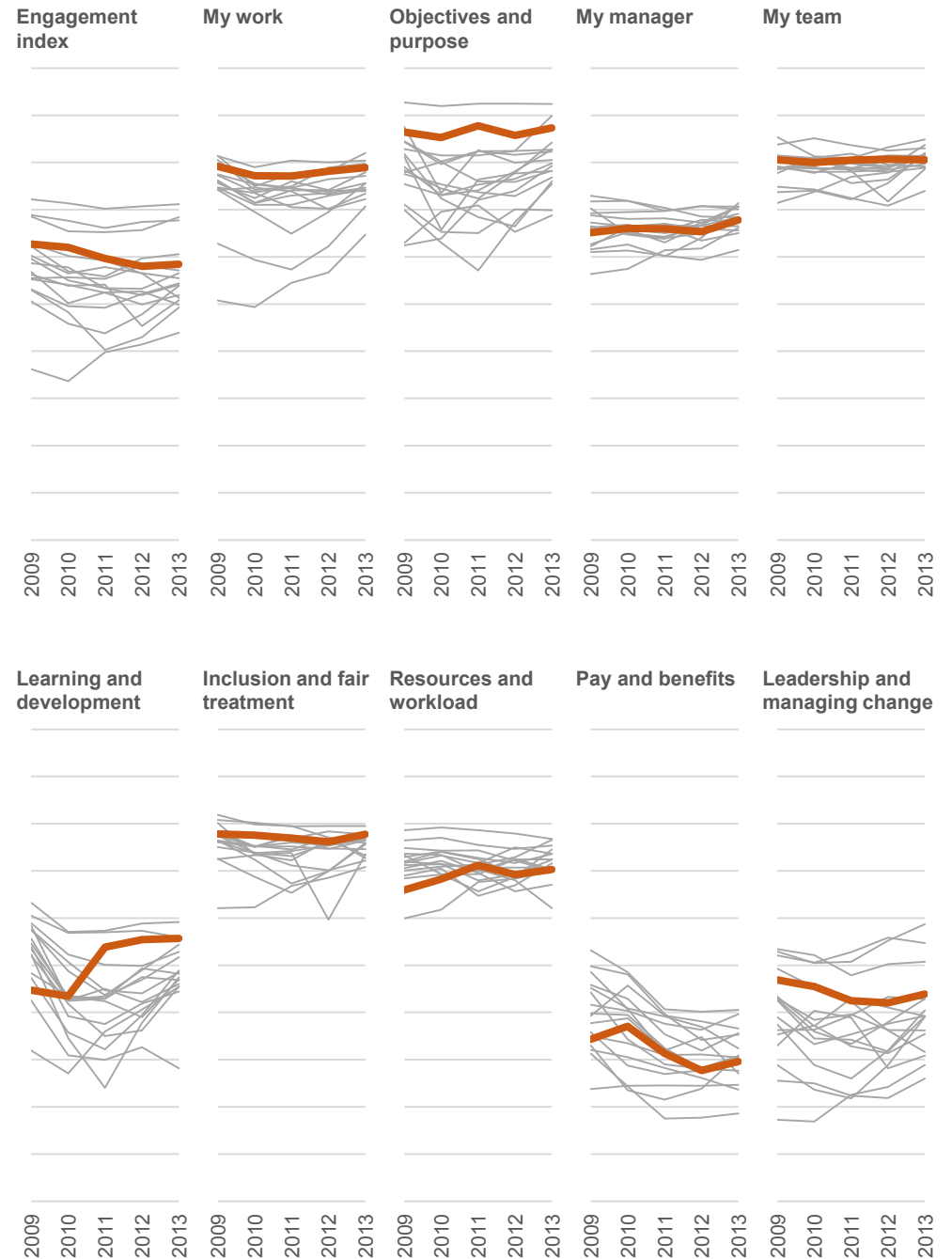
Department for Education

	2009	2010	2011	2012	2013
Employee engagement index	63%	60%	59%	56%	51%
My work	80%	76%	75%	73%	74%
Organisational objectives and purpose	88%	74%	83%	80%	81%
My manager	73%	72%	70%	69%	68%
My team	84%	85%	84%	83%	83%
Learning and development	56%	43%	45%	42%	46%
Inclusion and fair treatment	82%	80%	79%	77%	73%
Resources and workload	75%	74%	74%	72%	70%
Pay and benefits	53%	48%	41%	40%	41%
Leadership and managing change	49%	45%	42%	36%	32%
<i>Response rate</i>	82%	85%	89%	92%	91%



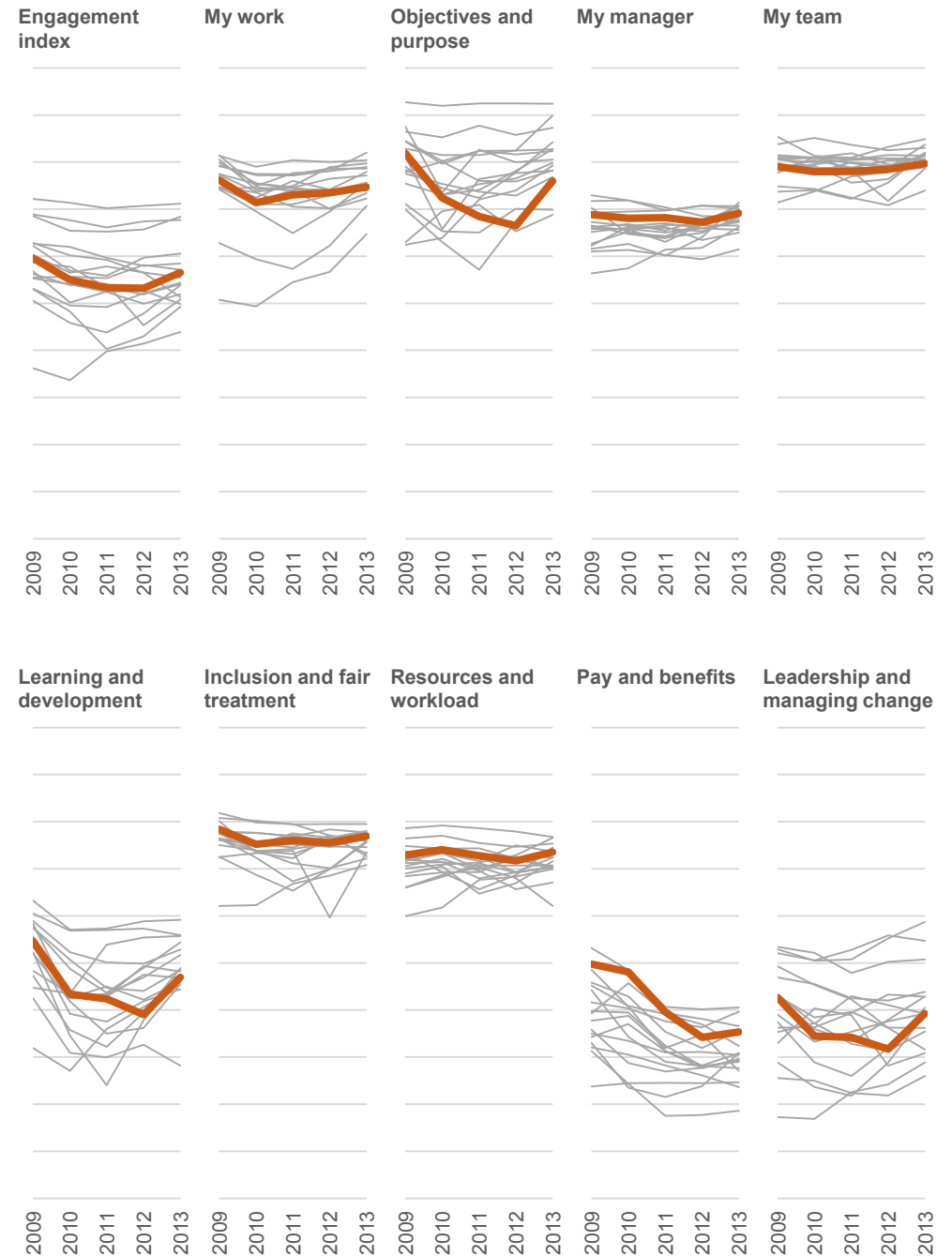
Department of Energy and Climate Change

	2009	2010	2011	2012	2013
Employee engagement index	63%	62%	60%	58%	58%
My work	79%	77%	77%	78%	79%
Organisational objectives and purpose	86%	85%	88%	86%	87%
My manager	65%	66%	66%	65%	68%
My team	81%	80%	80%	81%	81%
Learning and development	45%	43%	54%	55%	56%
Inclusion and fair treatment	78%	78%	77%	76%	78%
Resources and workload	66%	68%	71%	69%	70%
Pay and benefits	34%	37%	31%	28%	30%
Leadership and managing change	47%	45%	43%	42%	44%
<i>Response rate</i>	<i>84%</i>	<i>81%</i>	<i>84%</i>	<i>82%</i>	<i>87%</i>



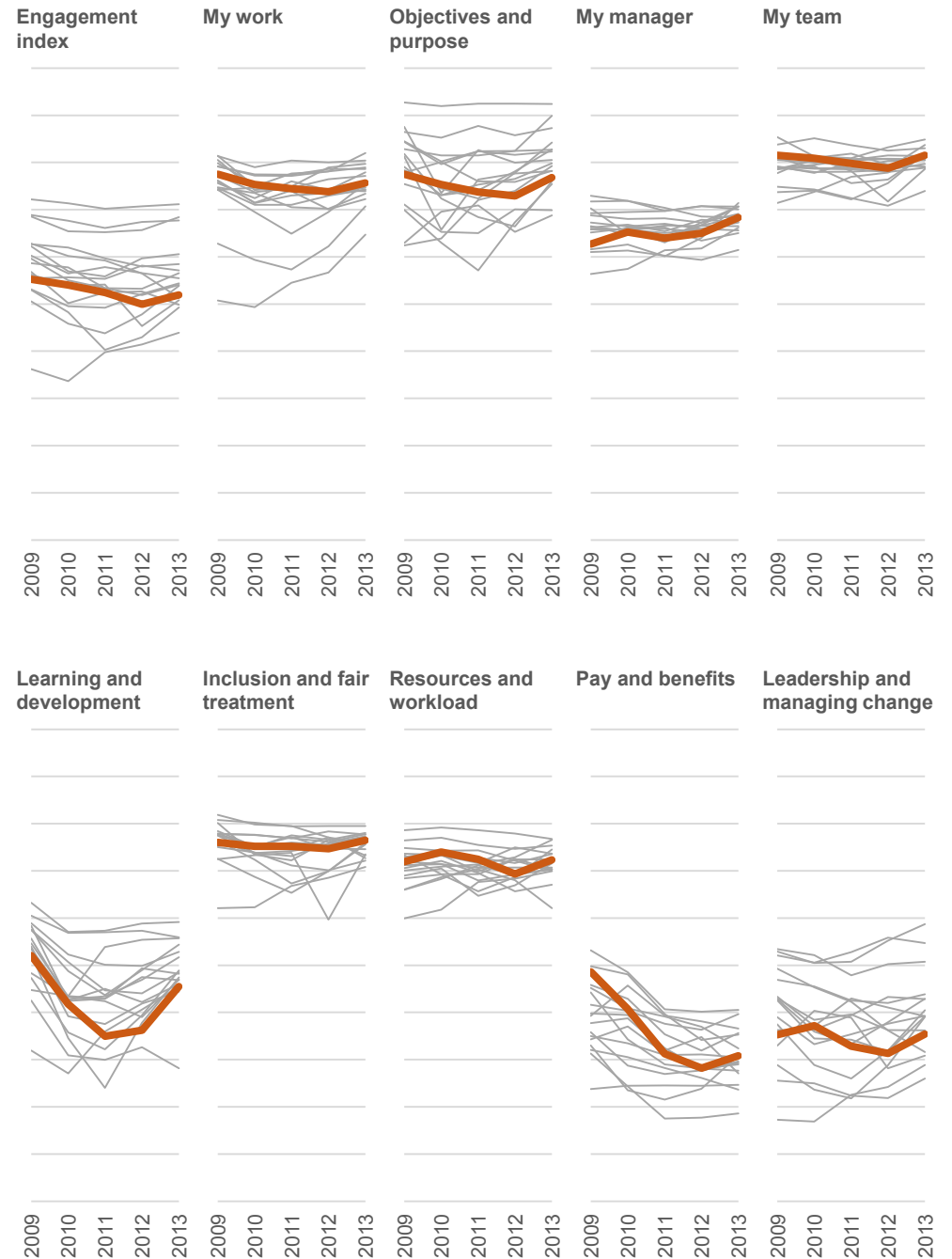
Department of Health

	2009	2010	2011	2012	2013
Employee engagement index	60%	55%	53%	53%	57%
My work	76%	71%	73%	74%	75%
Organisational objectives and purpose	82%	72%	68%	66%	76%
My manager	69%	68%	68%	67%	69%
My team	79%	78%	78%	78%	80%
Learning and development	55%	43%	42%	39%	47%
Inclusion and fair treatment	78%	75%	76%	76%	77%
Resources and workload	73%	74%	73%	72%	74%
Pay and benefits	50%	48%	40%	34%	35%
Leadership and managing change	43%	34%	34%	32%	39%
<i>Response rate</i>	79%	67%	73%	75%	70%



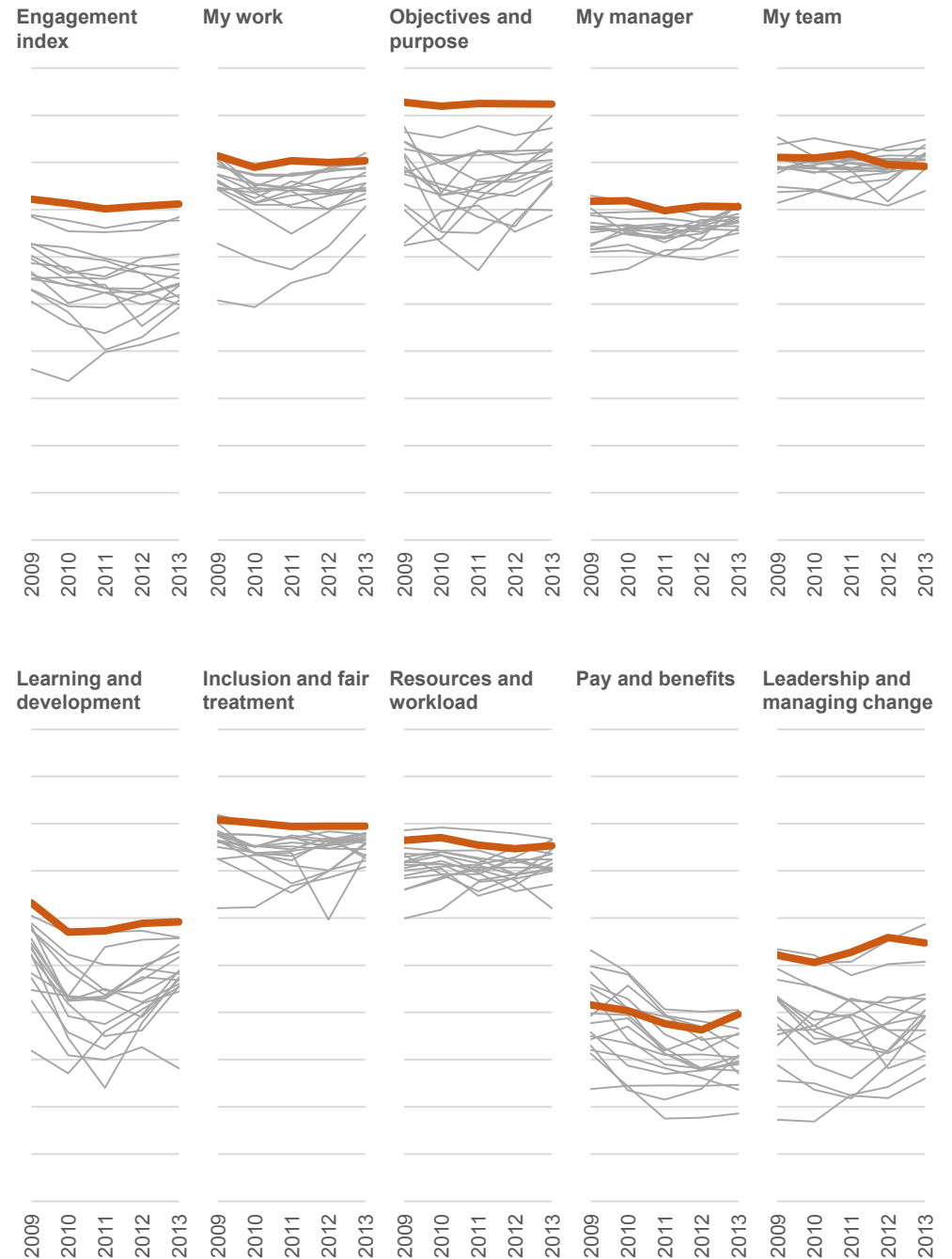
Department for Environment, Food and Rural Affairs

	2009	2010	2011	2012	2013
Employee engagement index	55%	54%	52%	50%	52%
My work	77%	75%	74%	74%	76%
Organisational objectives and purpose	78%	75%	74%	73%	77%
My manager	63%	65%	64%	65%	68%
My team	81%	81%	80%	79%	82%
Learning and development	52%	42%	35%	36%	45%
Inclusion and fair treatment	76%	75%	75%	75%	76%
Resources and workload	72%	74%	72%	69%	72%
Pay and benefits	49%	41%	31%	28%	31%
Leadership and managing change	35%	37%	33%	31%	35%
<i>Response rate</i>	74%	79%	78%	68%	87%



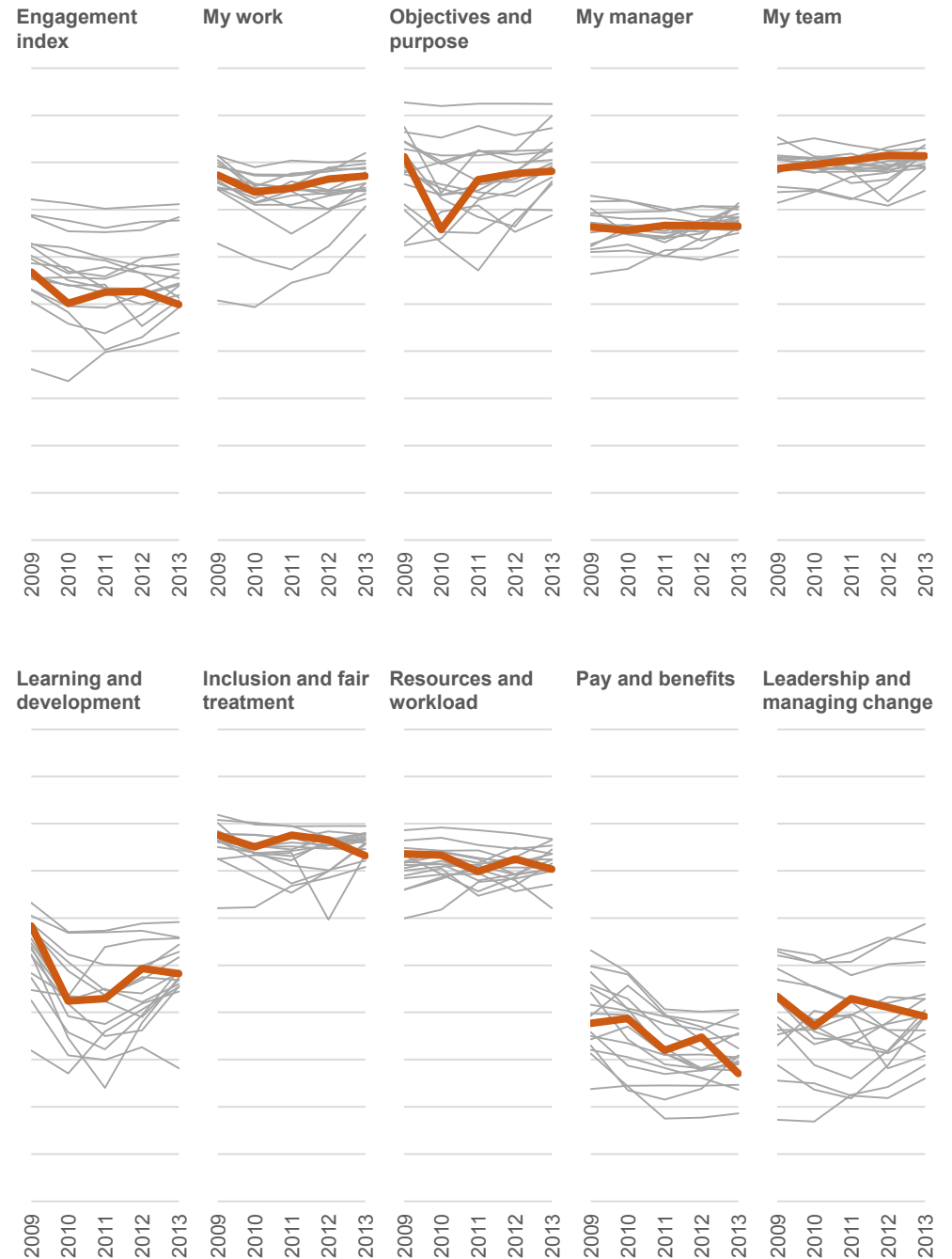
Department for International Development

	2009	2010	2011	2012	2013
Employee engagement index	72%	71%	70%	71%	71%
My work	81%	79%	80%	80%	80%
Organisational objectives and purpose	93%	92%	92%	92%	92%
My manager	72%	72%	70%	71%	71%
My team	81%	81%	82%	80%	79%
Learning and development	63%	57%	57%	59%	59%
Inclusion and fair treatment	81%	80%	79%	79%	79%
Resources and workload	76%	77%	75%	75%	75%
Pay and benefits	42%	40%	38%	36%	40%
Leadership and managing change	52%	51%	53%	56%	55%
<i>Response rate</i>	86%	89%	89%	89%	88%



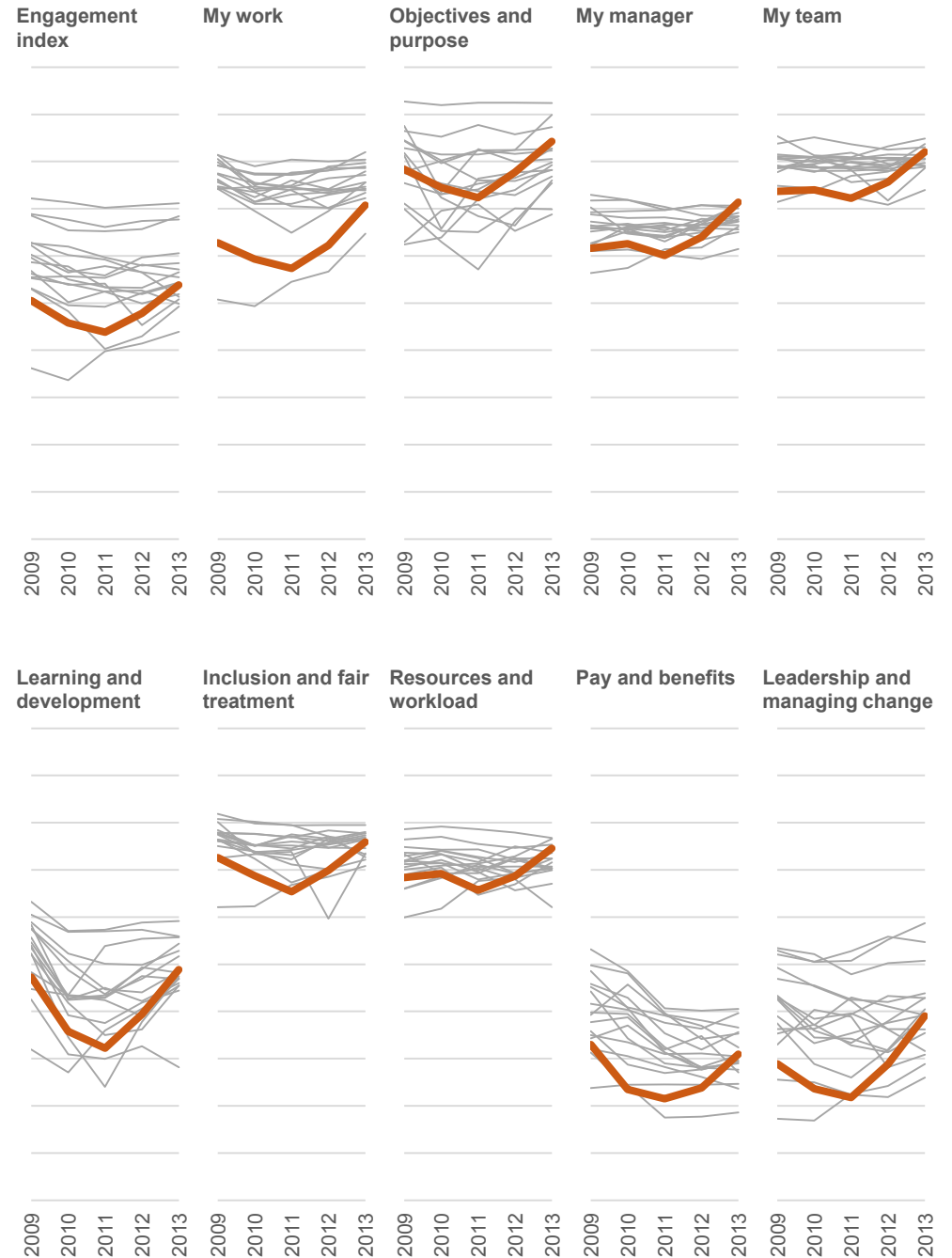
Department for Transport

	2009	2010	2011	2012	2013
Employee engagement index	57%	50%	52%	53%	50%
My work	77%	74%	75%	76%	77%
Organisational objectives and purpose	81%	66%	76%	78%	78%
My manager	66%	66%	67%	67%	66%
My team	79%	80%	81%	82%	81%
Learning and development	58%	42%	43%	49%	48%
Inclusion and fair treatment	78%	75%	78%	77%	73%
Resources and workload	74%	73%	70%	73%	70%
Pay and benefits	38%	39%	32%	35%	27%
Leadership and managing change	43%	37%	43%	41%	39%
<i>Response rate</i>	89%	80%	88%	88%	78%



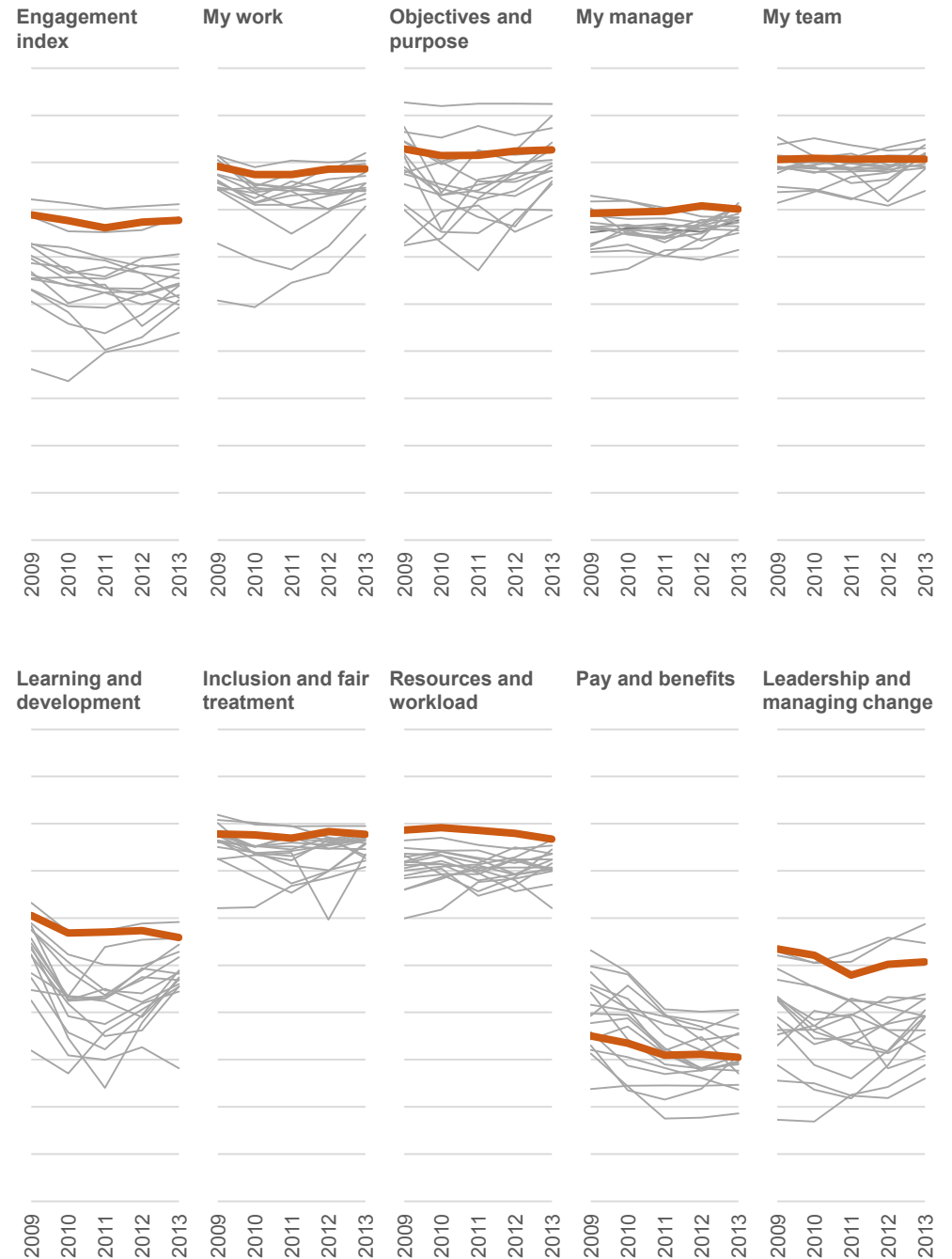
Department for Work and Pensions

	2009	2010	2011	2012	2013
Employee engagement index	51%	46%	44%	48%	54%
My work	63%	59%	57%	62%	71%
Organisational objectives and purpose	78%	74%	72%	78%	84%
My manager	62%	63%	60%	64%	71%
My team	74%	74%	72%	76%	82%
Learning and development	47%	36%	32%	39%	49%
Inclusion and fair treatment	73%	69%	65%	70%	76%
Resources and workload	68%	69%	66%	69%	75%
Pay and benefits	33%	24%	22%	24%	31%
Leadership and managing change	29%	24%	22%	29%	39%
<i>Response rate</i>	68%	67%	65%	66%	62%



Foreign and Commonwealth Office

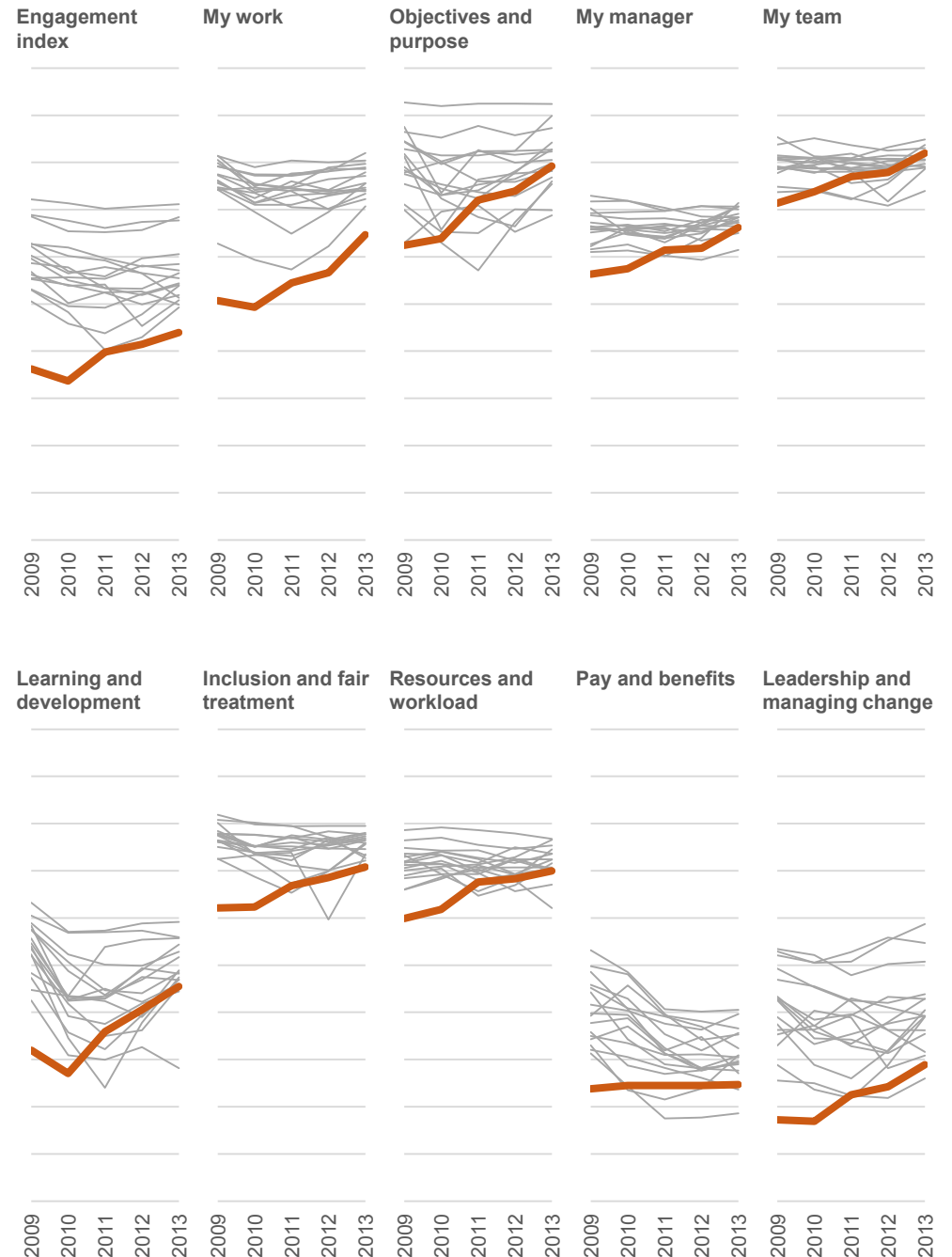
	2009	2010	2011	2012	2013
Employee engagement index	69%	68%	66%	67%	68%
My work	79%	77%	77%	79%	79%
Organisational objectives and purpose	83%	81%	81%	82%	83%
My manager	69%	69%	70%	71%	70%
My team	81%	81%	81%	81%	81%
Learning and development	61%	57%	57%	57%	56%
Inclusion and fair treatment	78%	78%	77%	78%	78%
Resources and workload	79%	79%	79%	78%	77%
Pay and benefits	35%	33%	31%	31%	30%
Leadership and managing change	53%	52%	48%	50%	51%
<i>Response rate</i>	<i>85%</i>	<i>88%</i>	<i>89%</i>	<i>91%</i>	<i>90%</i>



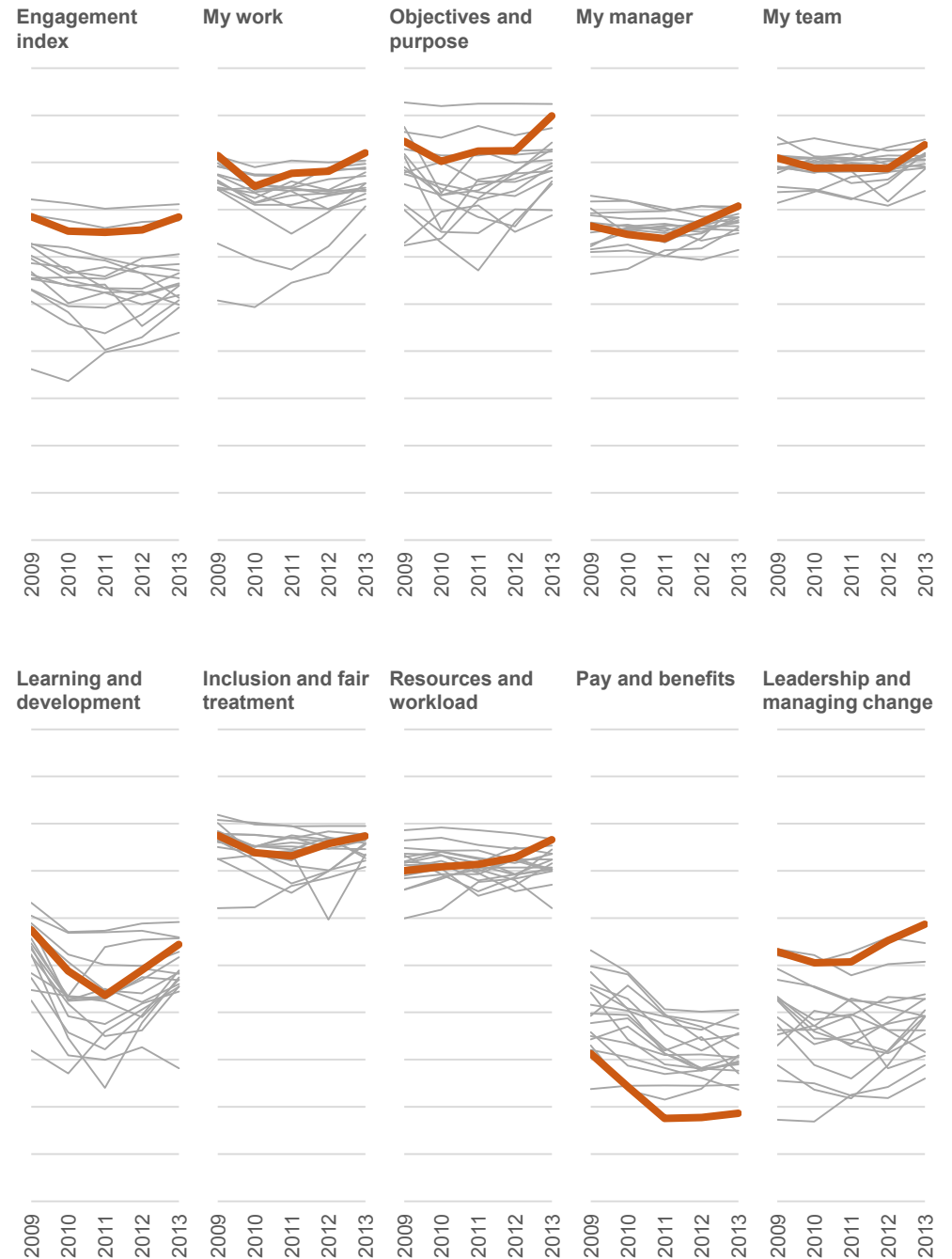
HM Revenue & Customs

	2009	2010	2011	2012	2013
Employee engagement index	36%	34%	40%	41%	44%
My work	51%	49%	54%	57%	65%
Organisational objectives and purpose	62%	64%	72%	74%	79%
My manager	56%	57%	61%	62%	66%
My team	71%	74%	77%	78%	82%
Learning and development	32%	27%	36%	41%	45%
Inclusion and fair treatment	62%	62%	67%	69%	71%
Resources and workload	60%	62%	68%	68%	70%
Pay and benefits	24%	24%	25%	24%	25%
Leadership and managing change	17%	17%	23%	24%	29%
Response rate	64%	69%	52%	60%	43%

Due to substantial variations in HMRC's response rate between 2010 and 2011 and between 2012 and 2013 caution should be taken when interpreting changes between years.

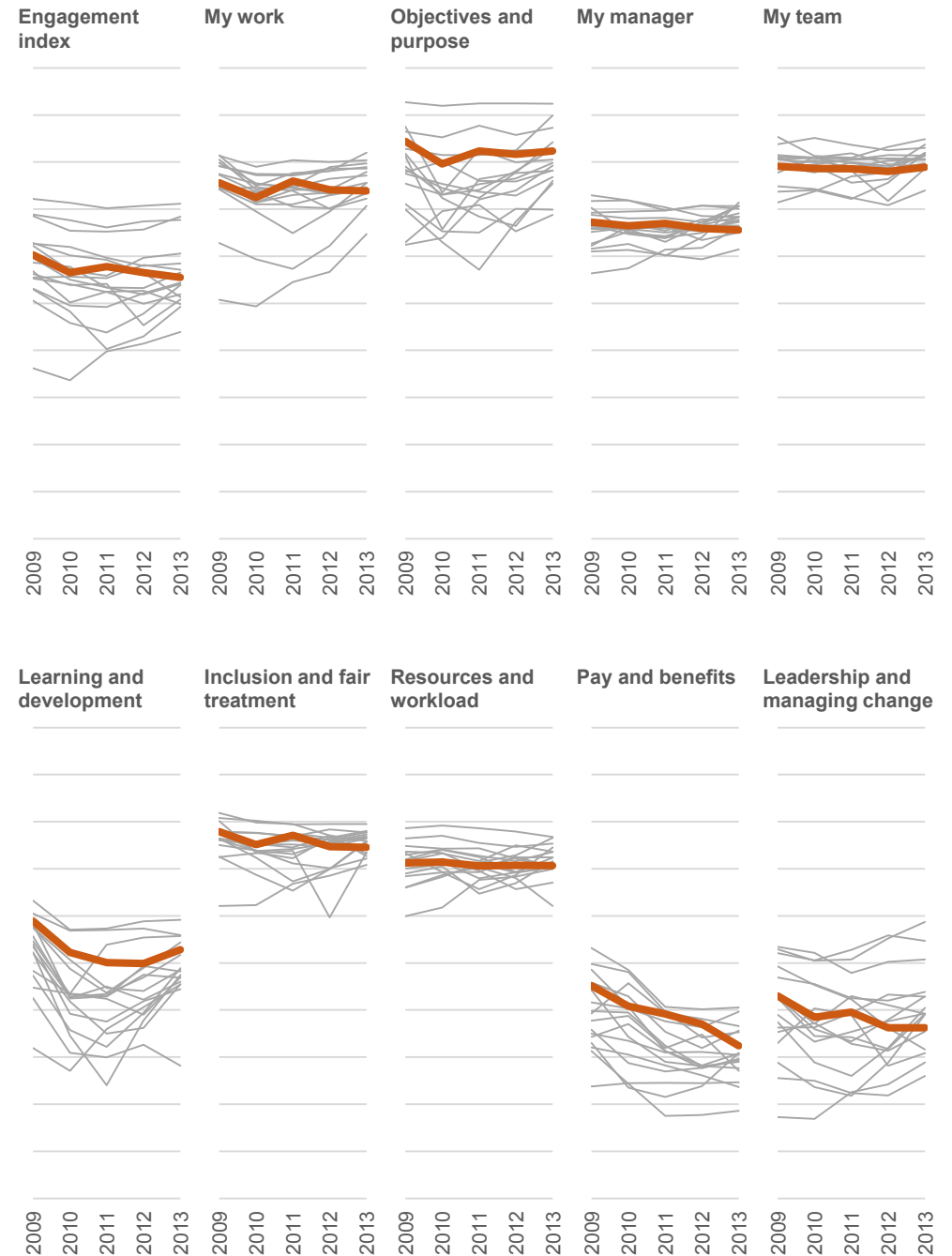


	2009	2010	2011	2012	2013
Employee engagement index	69%	65%	65%	66%	68%
My work	81%	75%	78%	78%	82%
Organisational objectives and purpose	84%	80%	82%	82%	90%
My manager	67%	65%	64%	67%	71%
My team	81%	79%	79%	79%	84%
Learning and development	57%	49%	44%	49%	54%
Inclusion and fair treatment	77%	74%	73%	76%	77%
Resources and workload	70%	71%	71%	73%	77%
Pay and benefits	31%	24%	18%	18%	19%
Leadership and managing change	53%	51%	51%	55%	59%
<i>Response rate</i>	<i>85%</i>	<i>81%</i>	<i>85%</i>	<i>89%</i>	<i>89%</i>



Home Office (headquarters)

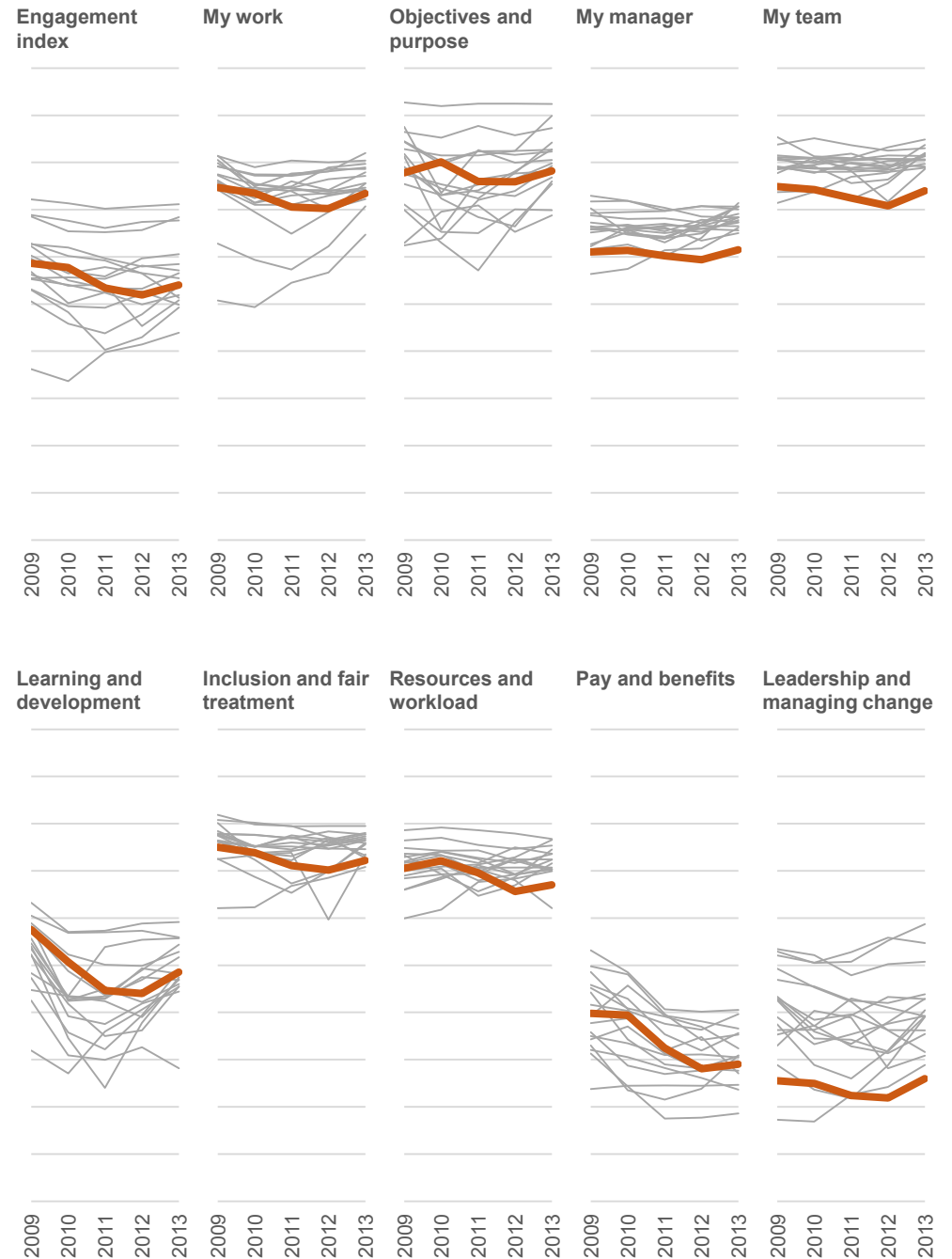
	2009	2010	2011	2012	2013
Employee engagement index	60%	57%	58%	57%	55%
My work	76%	72%	76%	74%	74%
Organisational objectives and purpose	84%	80%	82%	82%	82%
My manager	67%	66%	67%	66%	66%
My team	79%	79%	79%	78%	79%
Learning and development	59%	52%	50%	50%	53%
Inclusion and fair treatment	78%	75%	77%	75%	75%
Resources and workload	71%	71%	71%	71%	71%
Pay and benefits	45%	41%	39%	37%	32%
Leadership and managing change	43%	38%	40%	36%	36%
<i>Response rate</i>	<i>84%</i>	<i>71%</i>	<i>78%</i>	<i>79%</i>	<i>75%</i>



Machinery of government changes in 2013 transferred staff from the UK Border Agency to the Home Office. While staff in operational directorates undertook separate surveys, staff in corporate services were integrated into the Home Office headquarters, therefore caution should be taken when interpreting changes between 2012 and 2013.

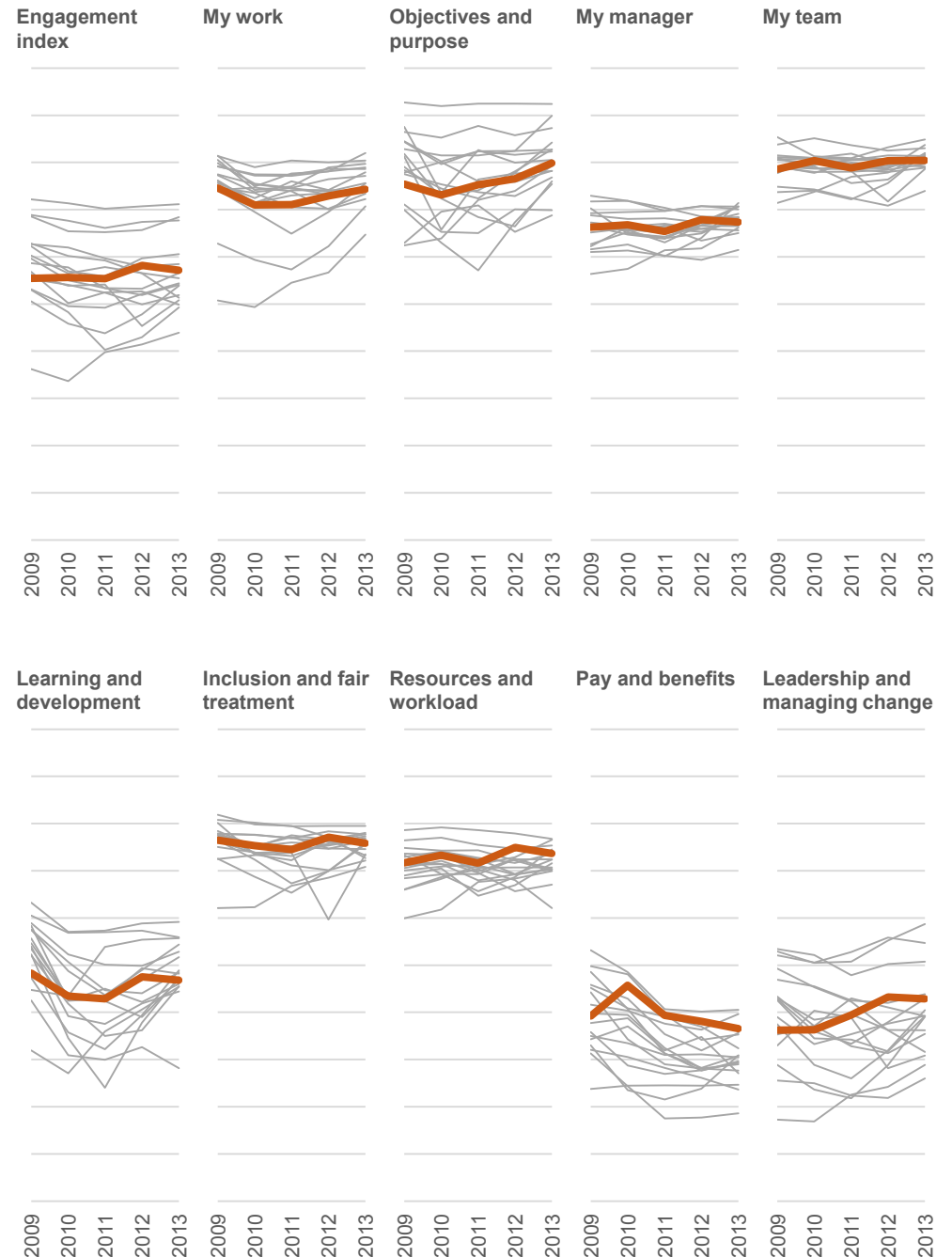
Ministry of Defence

	2009	2010	2011	2012	2013
Employee engagement index	59%	58%	53%	52%	54%
My work	75%	74%	71%	70%	73%
Organisational objectives and purpose	78%	80%	76%	76%	78%
My manager	61%	61%	60%	59%	61%
My team	75%	74%	72%	71%	74%
Learning and development	58%	51%	45%	44%	49%
Inclusion and fair treatment	75%	74%	71%	70%	72%
Resources and workload	71%	72%	70%	66%	67%
Pay and benefits	40%	39%	32%	28%	29%
Leadership and managing change	26%	25%	22%	22%	26%
<i>Response rate</i>	49%	43%	44%	37%	50%



Ministry of Justice (headquarters)

	2009	2010	2011	2012	2013
Employee engagement index	55%	56%	55%	58%	57%
My work	75%	71%	71%	73%	74%
Organisational objectives and purpose	75%	73%	75%	77%	80%
My manager	66%	67%	65%	68%	67%
My team	79%	80%	79%	80%	80%
Learning and development	48%	43%	43%	47%	47%
Inclusion and fair treatment	76%	75%	75%	77%	76%
Resources and workload	72%	73%	72%	75%	74%
Pay and benefits	39%	46%	39%	38%	37%
Leadership and managing change	36%	36%	39%	43%	43%
<i>Response rate</i>	83%	84%	81%	86%	83%



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