



CIVILSERVICE

# Civil Service People Survey 2010

## Initial findings

February 2011

Cabinet Office

# Contents

- **What is the Civil Service People Survey?** – The rationale behind the survey and why it is important to measure employee engagement
- **What do the 2010 survey results tell us?** – Key messages from the 2010 Civil Service People Survey
- **What learning can be shared?** – How successful interventions can be shared so as to drive improvements across the entire Civil Service

# What is the Civil Service People Survey?

The rationale behind the Civil Service People Survey and why it is important to measure employee engagement



The Civil Service People Survey, carried out each autumn, is one of the largest attitudinal surveys carried out in the UK. To give a sense of the scale involved, here are some key metrics from the 2010 survey:

**528,729**

were invited to take part in the survey

**62%**

proportion of those invited who took part in the survey

**114,775**

headcount of the largest participating organisation

**325,119**

responded to the survey

**74%**

median response rate across participating organisations

**44**

headcount of the smallest participating organisation

**103**

organisations participated

**88%**

highest response rate achieved among the largest participating organisations (7,500+ employees)

**8,402**

teams across the Civil Service receive a report of their results



# A single cross-Civil Service survey provides not only large economies of scale, but delivers a wide range of comparable metrics that can help drive improvements.

## What?

- The Civil Service People Survey (CSPS) is an annual survey open to all Civil Servants and those that work for Civil Service organisations. In 2010 **325,000 Civil Servants across 103 organisations participated**.
- The CSPS is delivered through a single procurement exercise that replaces over 100 separate exercises **cutting the cost of staff surveys in the Civil Service by over 40% since 2008**.
- It provides **consistent and robust metrics** which help us understand how we can improve levels of engagement across the Civil Service.

## Why?

- **Driving performance** – the CSPS is a key operational tool providing consistent metrics on the quality of leaders and their ability to manage change in organisations.
- **Transparency and benchmarking** – the CSPS allow us to benchmark performance internally and externally.
- **Managed and coordinated approach to staff feedback** – the results provide a platform for team level action planning which can help to identify local and global efficiencies.

# The Civil Service People Survey measures employee engagement, which evidence suggests is linked to organisational performance, productivity and employee health and wellbeing

- The Civil Service's employee engagement programme was established to help increase productivity and improve health and well-being
- Our aim is to create an environment where our people want to contribute the most they can, and help deliver better quality services and greater value to taxpayer.
- There is a growing body of research in both the public and private sectors, in the UK and abroad, that demonstrates the benefits of employee engagement.



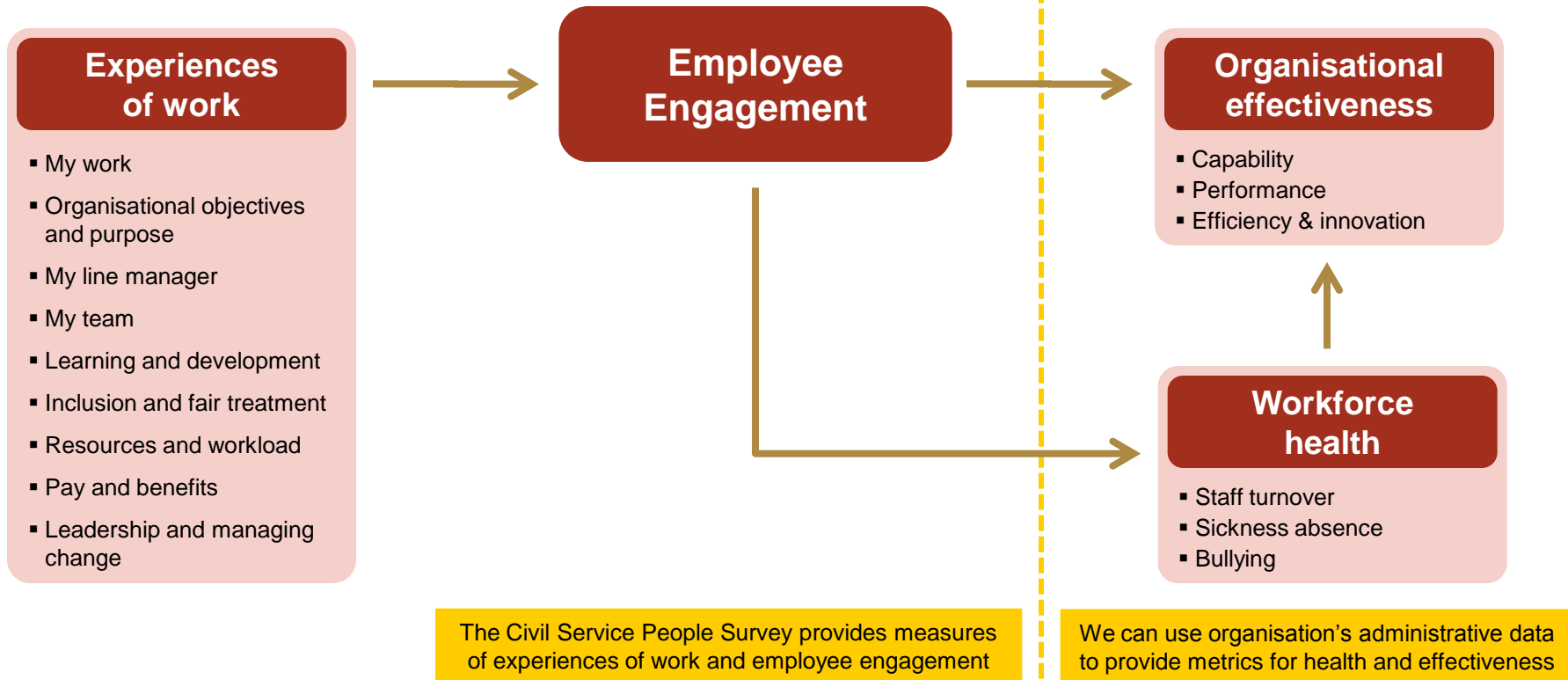
- Engaged employees in the UK take an average of 2.7 sick days per year, the disengaged 6.2 days (Gallup Research, 2003)
- 59% of engaged employee say their work "brings out creative ideas", compared to just 3% of disengaged employees (Gallup Research, 2003)
- 70% of engaged employees indicate that they have a good understanding of how to meet customer needs, compared to 17% of non-engaged employees (Right Management Research, 2006)
- Branches of Standard Chartered bank with high levels of engagement have a 16% higher profit margin than branches where it is low (evidence submitted to MacLeod and Clarke, 2009)
- Improving engagement levels in branches of the Co-op supermarket has been estimated to save the organisation £600,000 per annum from reduced food wastage. (evidence submitted to MacLeod and Clarke, 2009)

# With this evidence in mind, our analytical framework is based on how managers and leaders can take action to improve organisational performance.

By taking action to address the areas below, managers and leaders...

...influence their employee's commitment to their work and the organisation (measured by their engagement)...

...which affects their output, wellbeing and contribution to the organisation's success.



# We measure employee engagement through five “say, stay, strive” questions that cover pride, advocacy, attachment, inspiration and motivation...

The Civil Service’s five employee engagement index questions were developed following reviews of the academic and management literature on employee engagement and other employee engagement surveys; analysis of pathfinder and pilot surveys run in the Civil Service; and, consultations with analysts, managers and HR practitioners across the Civil Service.

Aspect	Question	Rationale
<b>Say:</b> <i>speaks positively about the organisation</i>	B50. I am proud when I tell others I am part of [my organisation]	An engaged employee feels they are part of their organisation and be proud to be associated with it
	B51. I would recommend [my organisation] as a great place to work	An engaged employee will be an advocate of their organisation and the way it works
<b>Stay:</b> <i>emotionally committed to the organisation</i>	B52. I feel a strong personal attachment to [my organisation]	An engaged employee has a strong, and emotional, sense belonging to their organisation
<b>Strive:</b> <i>motivated to do their best for the organisation</i>	B53. [My organisation] inspires me to do the best in my job	An engaged employee will contribute their best, and it is important that the organisation plays a role in inspiring this
	B54. [My organisation] motivates me to help it achieve its objectives	An engaged employee is committed to ensuring the organisation succeeds

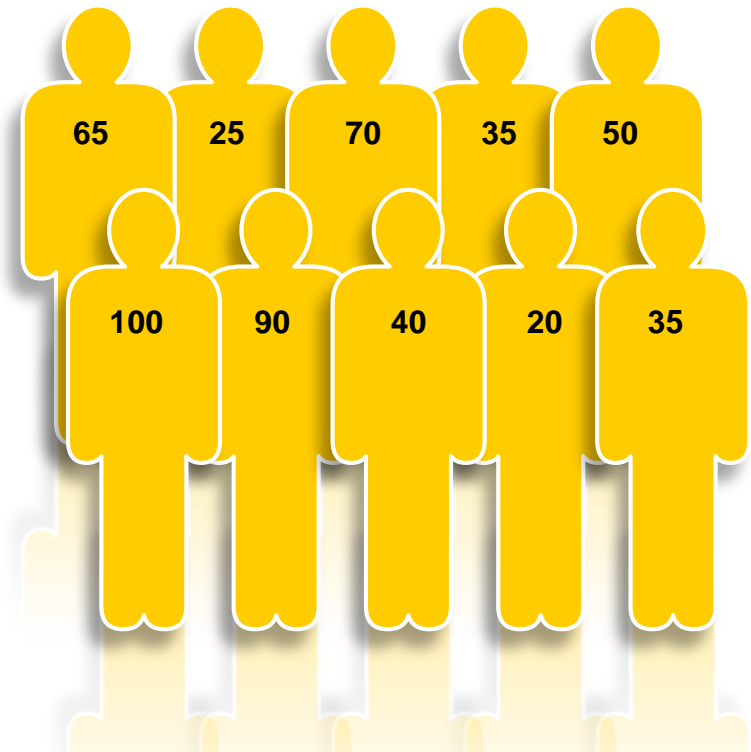


# ...the Engagement Index is calculated as a weighted average of these five questions.

To calculate the index for each respondent an individual engagement score is calculated (as with all survey results this cannot be linked back to named individuals)

To calculate the Engagement Index for an organisation, team, or any other group of respondents, the average of the engagement scores of the group of selected respondents is calculated

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Score
<i>Weight:</i>	100	75	50	25	0	
I am proud when I tell others I am part of [my organisation]	✓					100
I would recommend [my organisation] as a great place to work		✓				75
I feel a strong personal attachment to [my organisation]		✓				75
[My organisation] inspires me to do the best in my job			✓			50
[My organisation] motivates me to help it achieve its objectives				✓		25
<b>Total:</b>						<b>325</b>
<b>Respondent engagement score (total ÷ 5):</b>						<b>65</b>



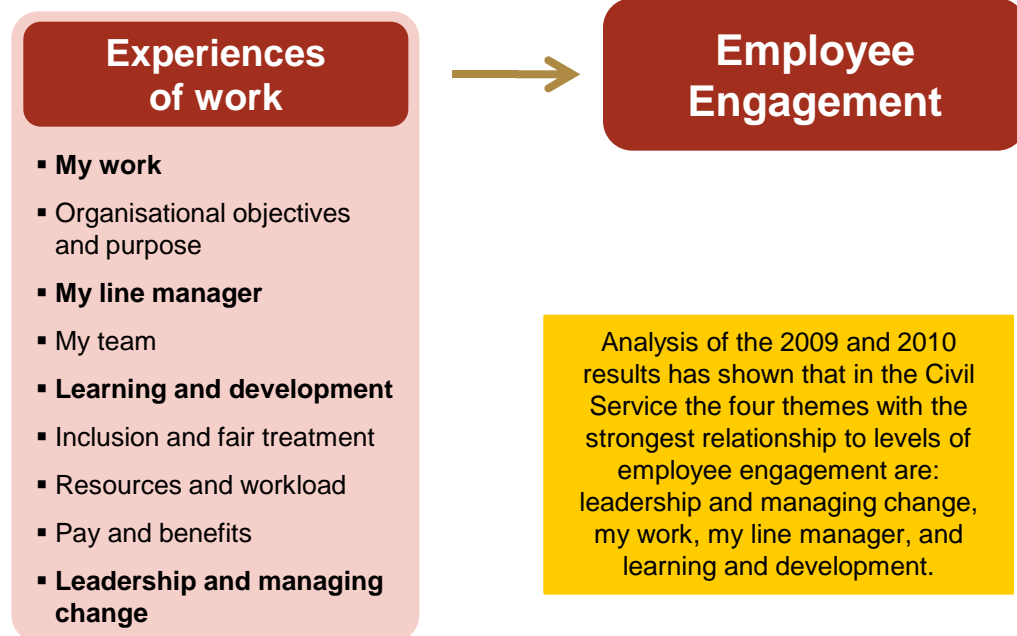
Sum of engagement scores (65+25+70+35+50+100+90+40+20+35): 530

Engagement Index for the group (530 ÷ 10): 53



**While the engagement index tells us how engaged our staff are it does not tell us how to improve or maintain engagement levels. To do this we use key driver analysis which allows us to explore the relationship between engagement and the experiences of work.**

- Key driver analysis uses factor and regression analysis to assess these relationships:
  - Factor analysis was used on the 2009 survey results to confirm the grouping of the survey questions into the nine themes about the experiences of work
  - Regression analysis is then used to assess the relationship between these nine themes and the engagement index.



# What do the 2010 survey results tell us?

## Key messages from the 2010 Civil Service People Survey

The following slides highlight the emerging findings from the 2010 results, including:

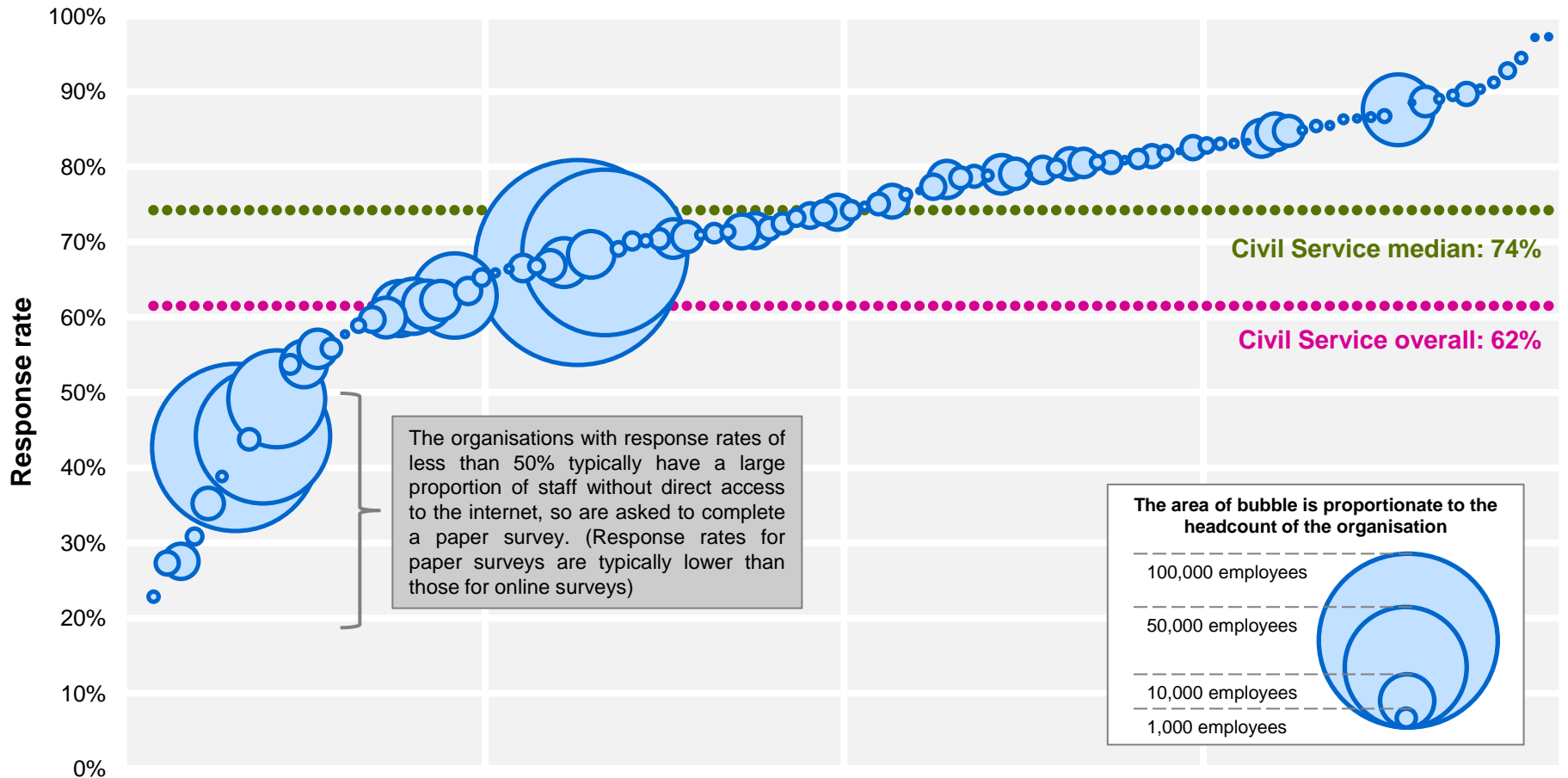
- Response rates across the 103 participating organisations
- The level of engagement between and within organisations, and by responsibility level
- How engagement levels have changed since the 2009 survey
- The Civil Service 2010 benchmark figures for the nine engagement driver themes
- How perceptions of senior and local managers have changed since 2009
- Emerging analysis into the relationship between engagement and sickness absence in the Civil Service

# The Civil Service overall response rate was 62%, giving us confidence in the quality of the survey results

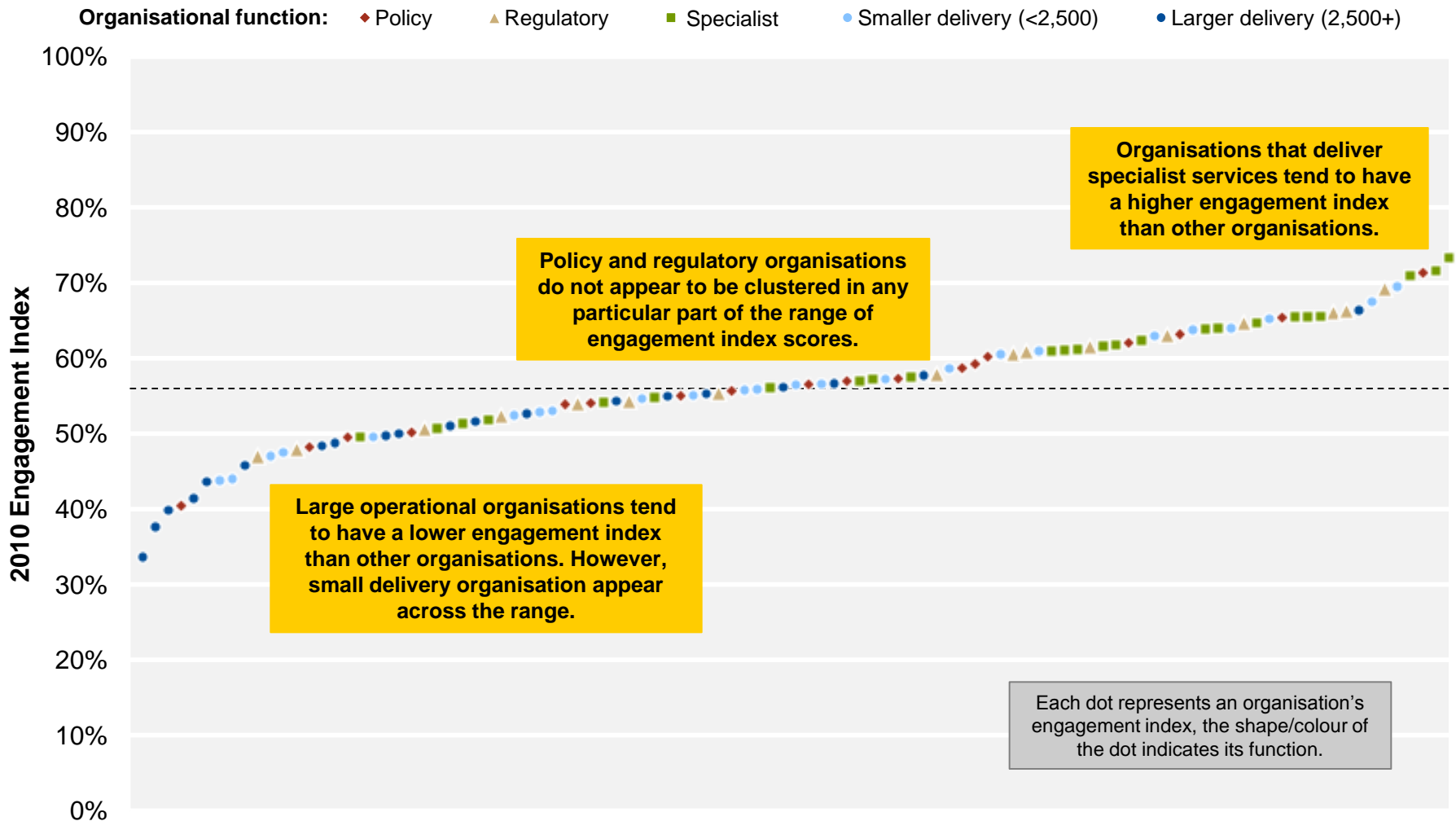
**Organisational response rates**  
(area of bubble is proportionate to survey headcount, see below)

**Civil Service median**  
(half of organisations have response rate higher, half have a response rate lower)

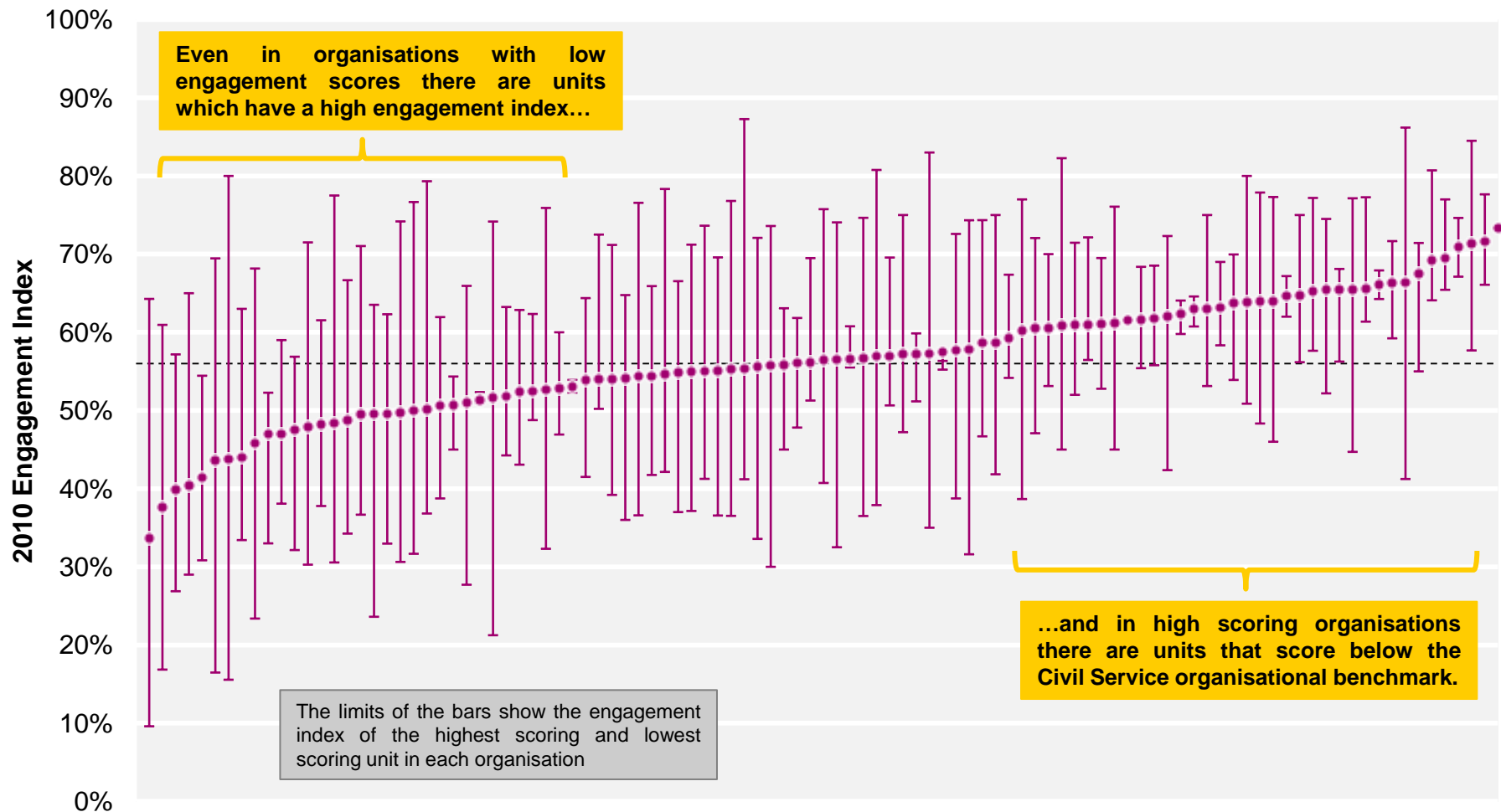
**Civil Service overall**  
(all respondents to the CSPA divided by total headcount of all CSPA organisations)



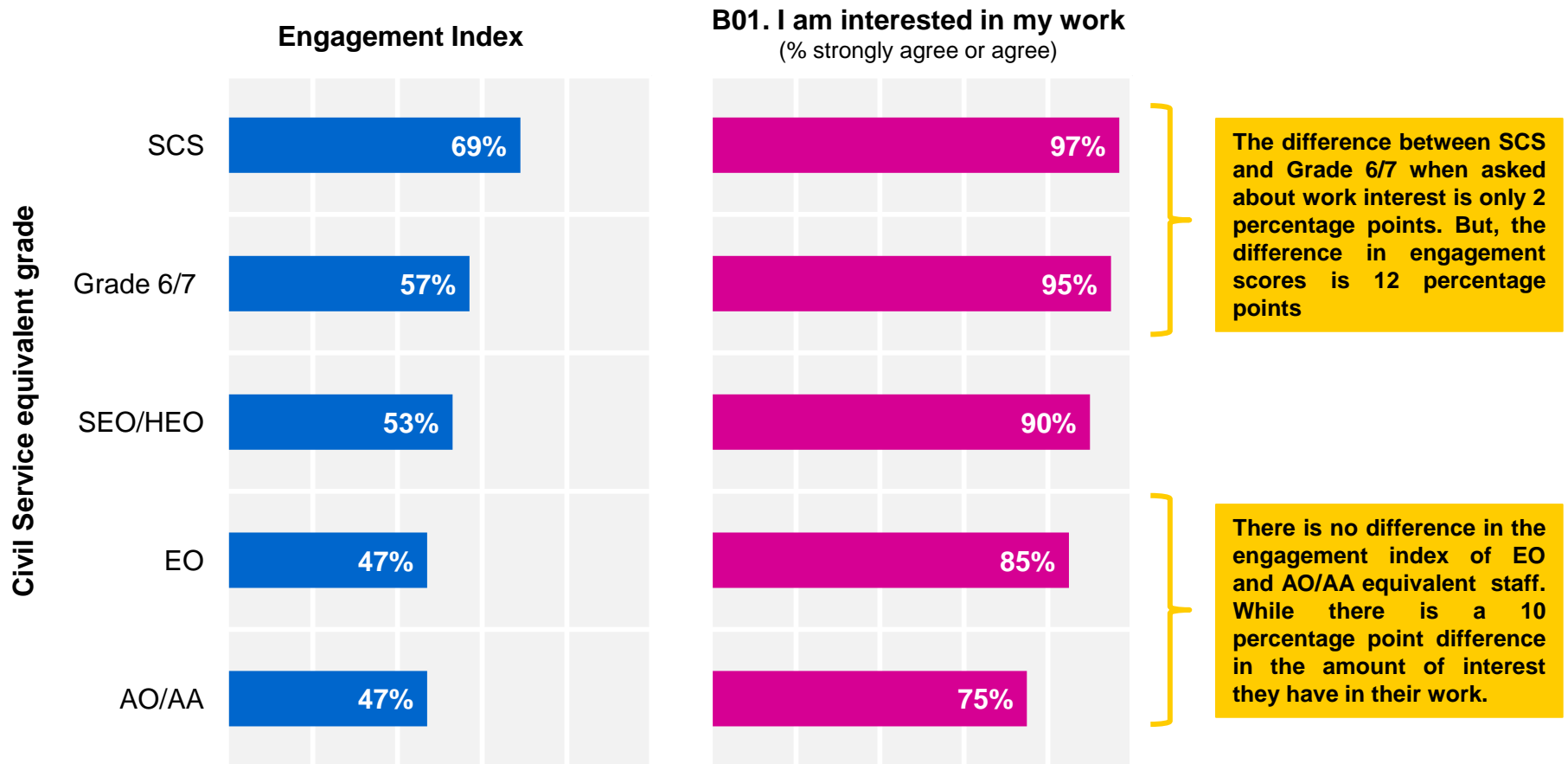
# The median Engagement Index in the Civil Service is 56%, however across the Civil Service this ranges from 34% to 72%.



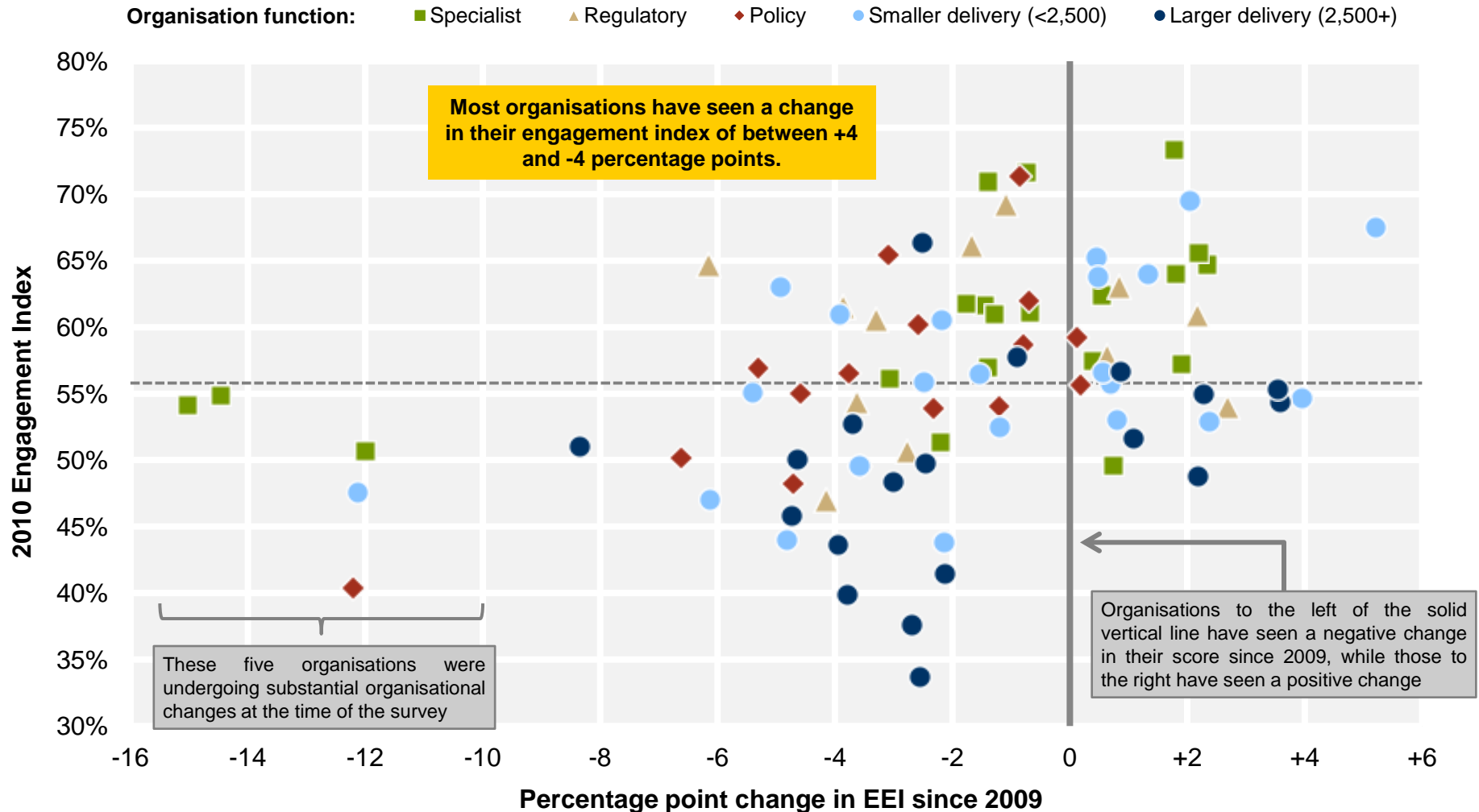
# There is also a large variation in engagement scores within organisations; even the organisation with the lowest engagement index has some units which score above the Civil Service benchmark.



**While junior staff tend to have a lower level of engagement with their organisation, three quarters of staff in administrative grades say they are interested in their work.**



# The Civil Service benchmark Engagement Index has fallen by 2 percentage points to 56%. However, 12 organisations saw a rise of more than 2 percentage points in their Engagement Index compared to last year, including 4 larger operational organisations.

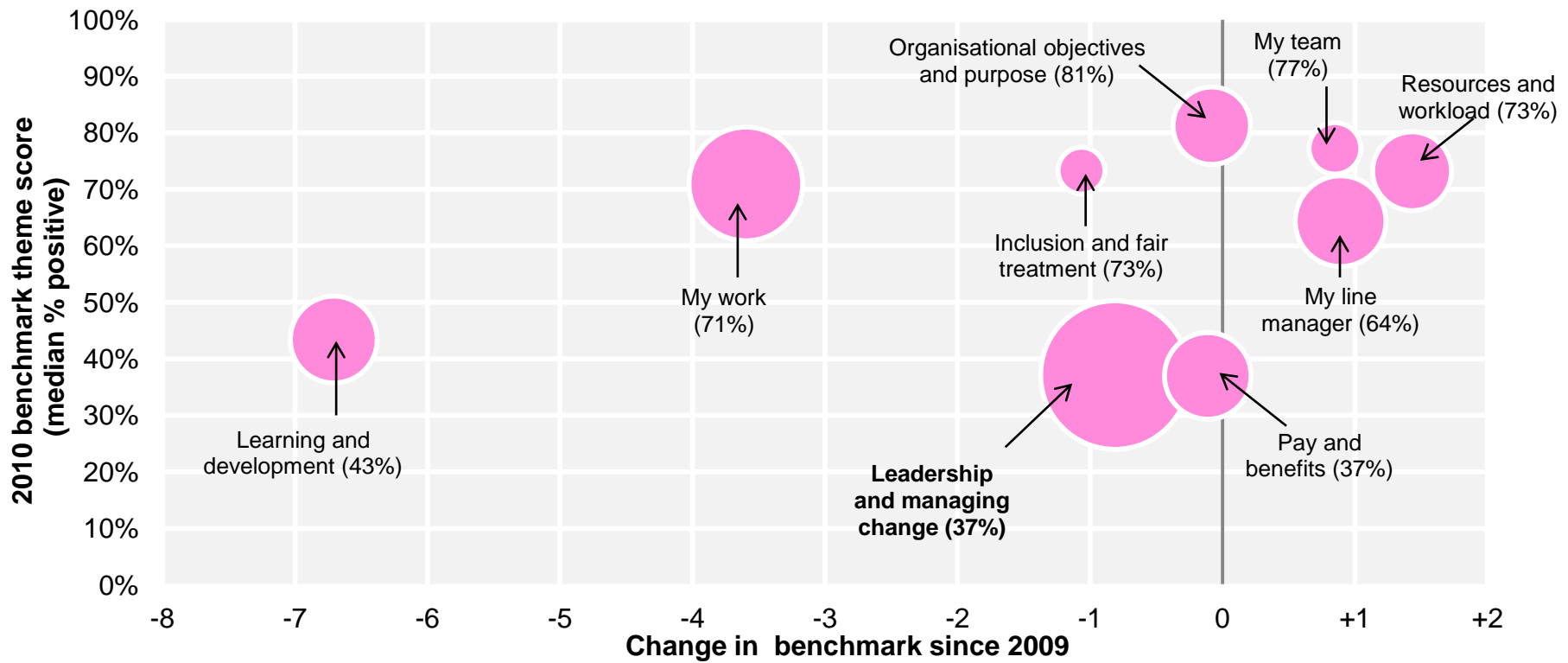




# The Civil Service benchmark for most themes has remained fairly stable since 2009. The key challenges are the low figure for the leadership and managing change benchmark and the sharp decline in the learning and development benchmark .

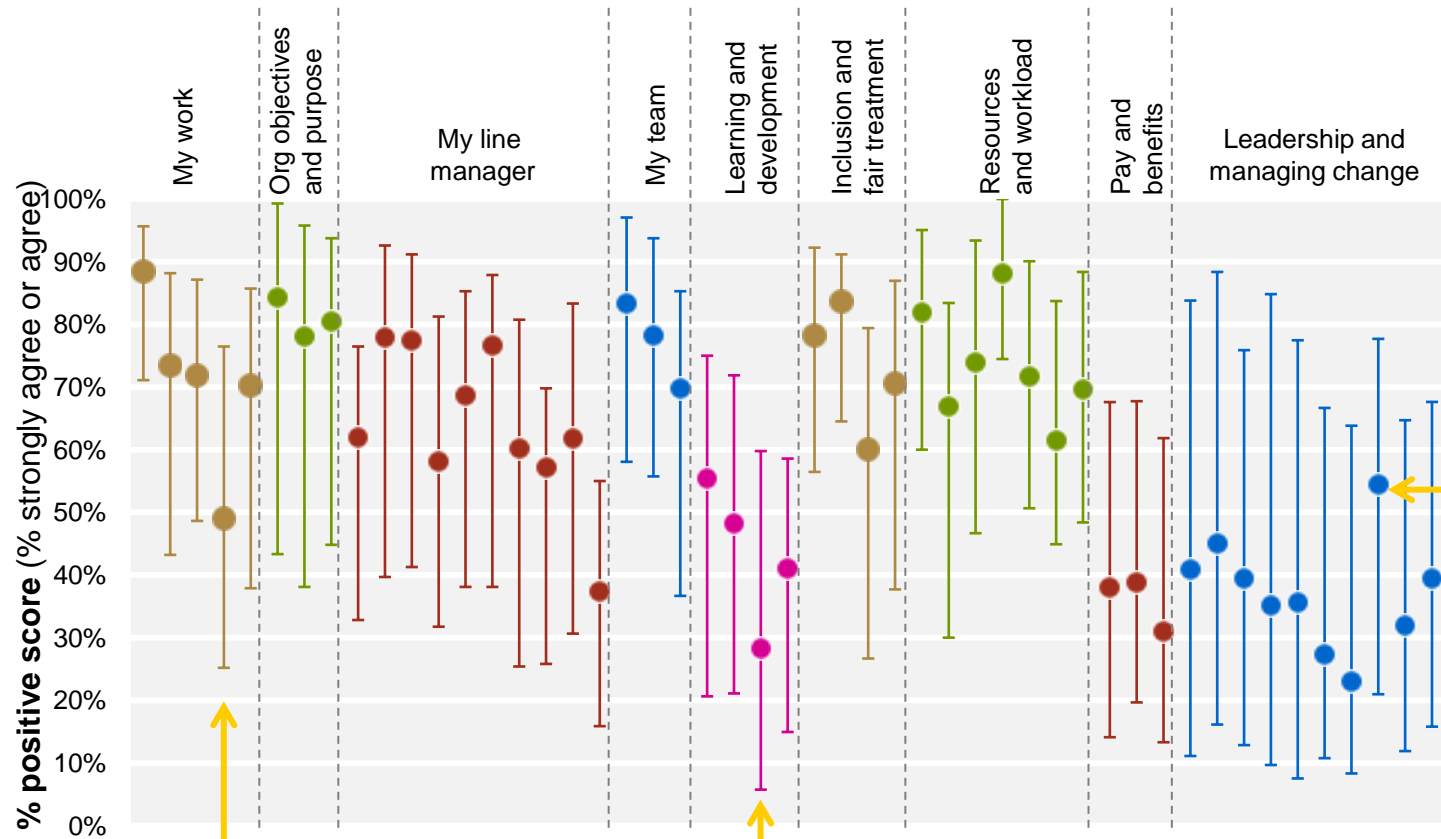
There has been a worrying decline in the benchmark figure for learning and development...

... but some local factors have seen small increases in the benchmark score



The size of the bubble shows the strength of the relationship between each of the nine survey themes and employee engagement: the larger the bubble the stronger the relationship with engagement.

# Looking at the scores for the individual questions that make up the themes shows interesting patterns.



Staff are less likely to feel involved in the decisions that affect their work (B04) compared to the other questions in the my work theme.

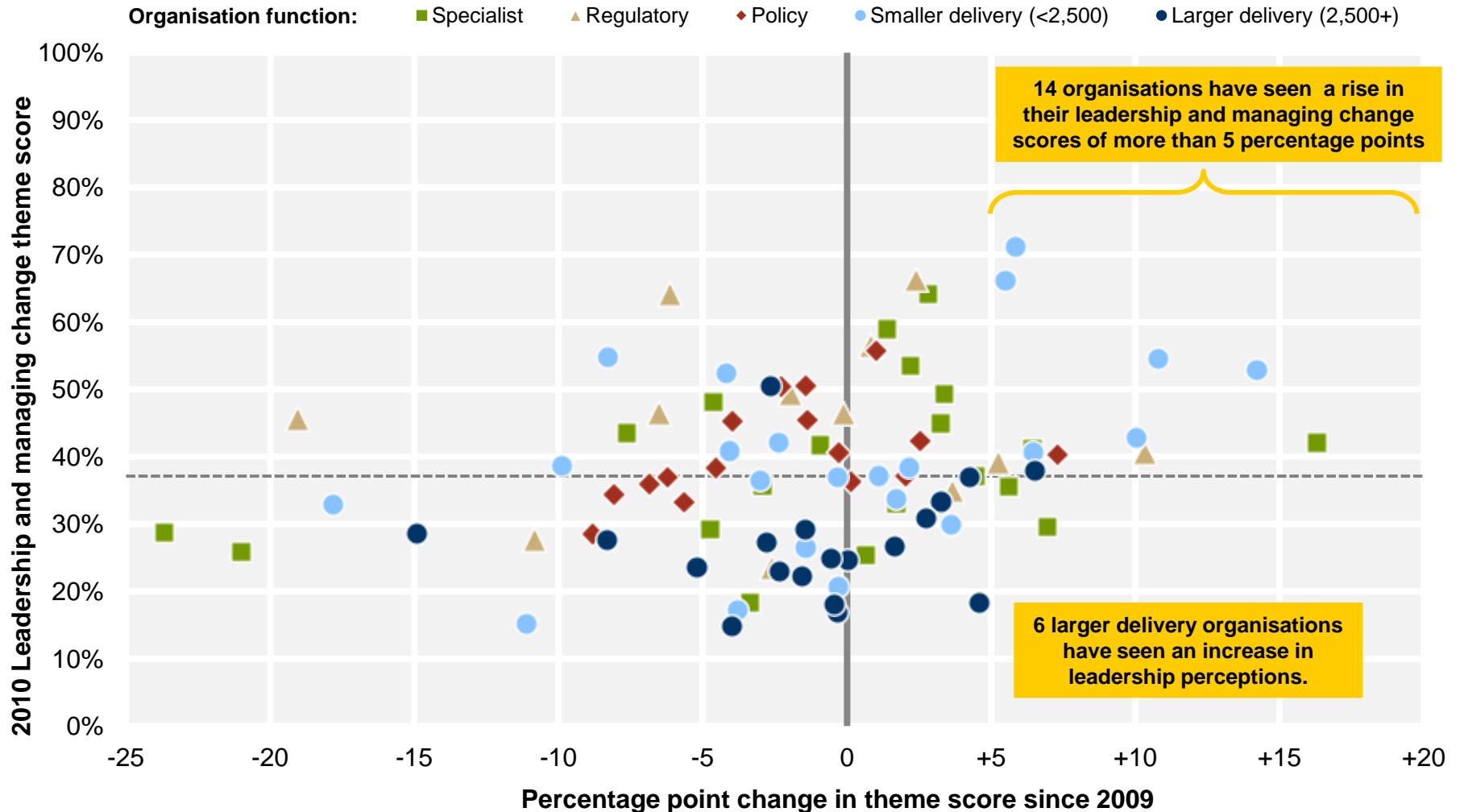
Perceptions of career development opportunities (B24) are particularly low, and the benchmark has dropped 10 percentage points since 2009.

While perceptions of leadership and managing change are generally low, staff are likely to feel that they are kept informed about changes that affect them (B47).

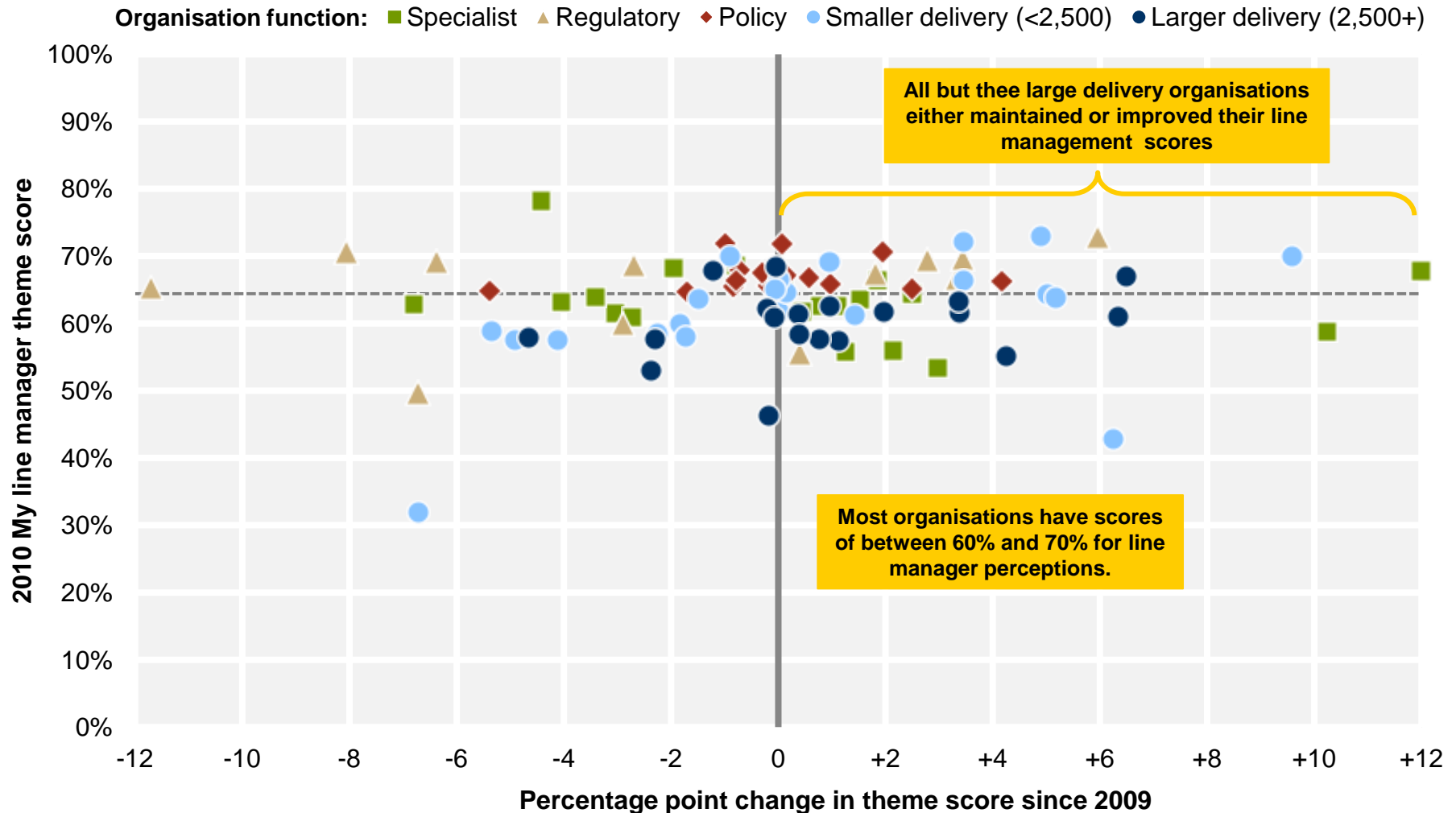
Each dot represents the Civil Service benchmark score for each question (grouped by theme). The limits of the bars indicate the highest and lowest score of participating organisations for each question.



**While the Civil Service benchmark for leadership and managing change is low and has not seen much change since the 2009 this masks a more complex picture across participating organisations.**

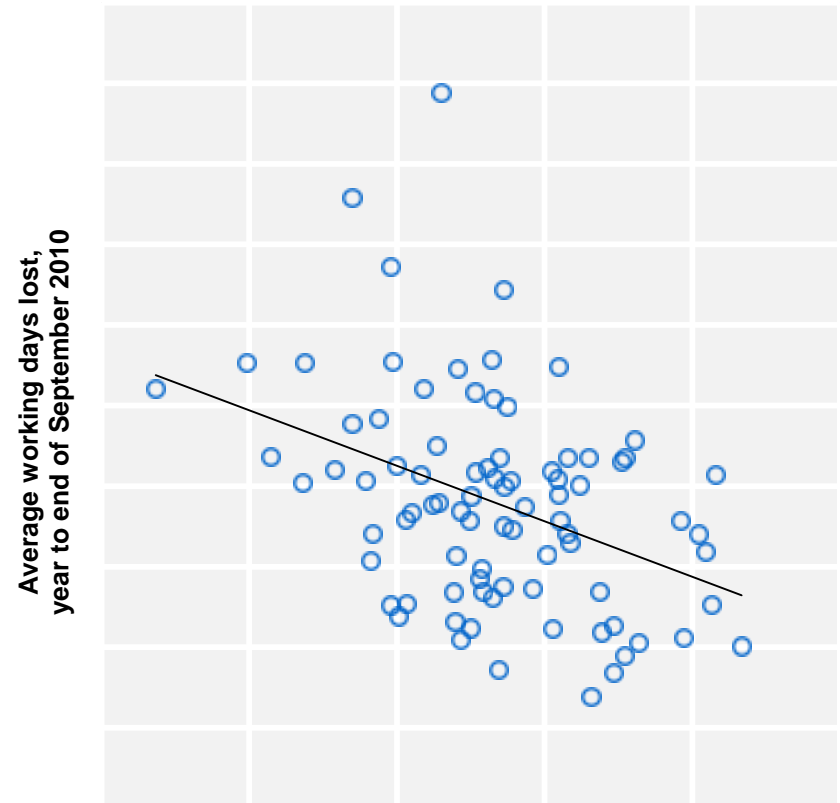


# While perceptions of senior management are low, Civil Servants typically have a strong and improving view of their manager. Scores for this theme are remarkably consistent across organisations.



# We continue to examine the relationship between employee engagement and other performance metrics with some encouraging results.

- Based on external research that suggests a link between high levels of employee engagement and lower rates of sickness absence we have begun to explore this relationship in the Civil Service
- There is a statistically significant relationship between the average working days lost and engagement; however this does not hold if we control for grade (as lower grades typically have higher sickness absence rates).
- We also looked at the relationship between long-term sickness absence (over 20 working days or over 28 calendar days) and engagement. After controlling for grade we do find a statistically significant relationship with engagement in this case.
- We are also working with analysts in Departments and Agencies to look at this relationship in more detail, and to explore links with organisational performance.



2010 Employee Engagement Index

# What learning can be shared?

How successful interventions can be shared so as to drive improvements across the entire Civil Service



# What learning can be shared?

- One of the main benefits of the Civil Service People Survey is that it offers participating organisations opportunities to learn from each other
- To assist organisations in continually sharing best practice and ensuring that the results of the CSPA are used to really make a difference, the Employee Engagement Team:
  - Run regular workshops which bring together practitioners from across the Civil Service to share expertise, problems, materials and ideas
  - Provide managers and report owners with support documents to help them understand and make best use of their survey results, including tips on running “action planning” sessions with their staff and ideas for action
  - Established the largest online community on Civil Pages, a pan government interactive forum for sharing resources, ideas and best practice
- Using the time series information available for the first time, we have been able to pinpoint organisations that have made improvements in key areas since the 2009 survey so that we could explore with them what specific actions they have taken to drive these improvements.
- The following pages outline some of the interventions that organisations have taken which have led to improved scores in key areas; leadership and managing change, line management, learning and development and organisational objectives and purpose
- This best practice has been shared with all participating organisations and is an example of how the survey can facilitate a broader programme of learning across the Civil Service.

# What learning can be shared (1)? – Actions that have been successful in improving ‘Leadership and managing change’ scores

## Regular, honest all staff communications

- Face-to-face briefing sessions during which senior leaders are upfront with bad news, inform staff of important developments and offer staff an opportunity to ask questions
- Weekly online diaries/blogs which contextualise what is happening in the organisation
- Monthly online ‘Hot Seat’ where a Board member answers questions in real time
- Informal breakfast/lunch meetings with the CEO/Permanent Secretary and a small number of staff
- Encouraging two way conversations so staff can be involved on topical issues

## Sharing best practice

- Identifying those managers with the highest scores for ‘Leadership and managing change’ and asking them to talk to other managers about what has worked for them

## Visibility

- Greater leadership visibility to front line/remote staff through a programme of regular site visits
- Leaders running confidential help lines for staff in regions different from their own
- A ‘Who’s Who’ of the leadership team in the staff magazine
- ‘Back to the Floor’ – where senior leaders spend time on the front line, carrying out the everyday duties of operational staff

## Developing leaders

- Leadership development programme covering all senior civil servants down to team leader level with a number of modules and training events on offer
- Leadership development programme for managers with differing leadership styles to come together and discuss leadership issues
- Ensuring leaders live the values of the organisation and set an example in their everyday behaviours

Based on actions taken by participating organisations that have seen an increase in their score for the “leadership and managing change” theme



# What learning can be shared(2)? – Actions that have been successful in improving ‘My line manager’ scores

## Performance Management System

- Bitesized training sessions for managers including how to conduct 1:1s, how to have constructive conversations, how best to give and receive feedback
- Training events on objective setting in uncertain circumstances
- Revising complex PM systems, competency frameworks and associated paperwork so that forms facilitate the process rather than lead it (linking with strategic business and people objectives)
- A greater focus on managers actively reviewing skills and competence with individuals and teams
- Ensuring development plans are completed by all staff

## Communications

- Introducing a meetings framework with emphasis on quality of conversations on career development

## Management Development

- A focus on management development for specific grade levels
- Providing guidance on conducting talent development conversations as part of performance reviews
- Developing a solutions focused approach to tackling problems and developing people’s softer skills

## 360° feedback

- Used in unison with the survey results to improve leadership and management skills
- Repeated to ensure managers are able to measure their progress

## Sharing Best Practice

- A buddying system where non-operational managers spend time with operational managers to share and learn from each other

Based on actions taken by participating organisations that have seen an increase in their score for the “my line manager” theme

# What learning can be shared(3)? – Actions that have been successful in improving ‘Learning and development’ scores

## Publicity Campaign

- Posters in lifts, articles on the intranet and screen savers to remind people of learning and development opportunities available
- Team meetings across the organisation to promote the learning and development opportunities and where to find more information
- Raising awareness that personal development plans are an essential part of performance management

## Empowering individuals

- Developing a career portal where staff can access a “one-stop shop” for all career information and self assessments
- Launching a learning journal so all staff can keep a record of their learning activities throughout the year

## Career development

- Targeted investment in creating a career management framework
- Revised competencies to help guide career development
- Career aspiration meetings

## New opportunities

- A greater focus on providing a range of development opportunities, including e-courses
- Introducing a ‘mini’ week long secondment programme with external suppliers and shadowing in the organisation

Based on actions taken by participating organisations that have seen an increase in their score for the “learning and development” theme

# What learning can be shared(4)? – Actions that have been successful in improving ‘Organisational objectives and purpose’ scores

## Clear vision and values

- Refreshing the organisation’s vision and values
- Ensuring staff are involved in this process through workshops and forums
- Leaders being seen to really live the values of the organisation and set an example to staff

## Re-developed business plan

- Ensuring the business plan is clear and relevant to staff at all levels
- Linking the business plan to all activities within the organisation

## Regular communication

- Communicating the objectives of the organisation to all staff, including those who work remotely
- Clearer key messages, simpler speeches and consistent messages in press notices
- Using screensaver and intranet channels to keep staff up to date with current news
- Reinforcing the mission of the organisation, and reiterating that this doesn’t change even though organisation structure may

## Involving staff

- All staff conferences to help develop the plans for the following financial year and help employees develop a deeper understanding of how they contribute to the organisation’s objectives
- Value champions led by senior civil servants to help develop a set of organisational values

Based on actions taken by participating organisations that have seen an increase in their score for the “organisation objectives and purpose” theme

## **Annex: Core attitudinal questions & participating organisations by function**

The charts in this pack have shown results from the 2010 Civil Service People Survey. The following slides provide a list of the 56 core questions by theme, and the 103 participating organisations by the function groupings used on slides 14, 16, 18, 19 and 20.

# There are 56 questions in the core Civil Service People Survey questionnaire, these are grouped into nine engagement driver themes, the five engagement questions, and two questions on taking action

<p><b>My work</b></p> <p>B01. I am interested in my work</p> <p>B02. I am sufficiently challenged by my work</p> <p>B03. My work gives me a sense of personal accomplishment</p> <p>B04. I feel involved in the decisions that affect my work</p> <p>B05. I have a choice in deciding how I do my work</p> <p><b>Organisational objectives and purpose</b></p> <p>B06. I have a clear understanding of [my organisation's] purpose</p> <p>B07. I have a clear understanding of [my organisation's] objectives</p> <p>B08. I understand how my work contributes to [my organisation's] objectives</p> <p><b>My line manager</b></p> <p>B09. My manager motivates me to be more effective in my job</p> <p>B10. My manager is considerate of my life outside work</p> <p>B11. My manager is open to my ideas</p> <p>B12. My manager helps me to understand how I contribute to [my organisation's] objectives</p> <p>B13. Overall, I have confidence in the decisions made by my manager</p> <p>B14. My manager recognises when I have done my job well</p> <p>B15. I receive regular feedback on my performance</p> <p>B16. The feedback I receive helps me to improve my performance</p> <p>B17. I think that my performance is evaluated fairly</p> <p>B18. Poor performance is dealt with effectively in my team</p> <p><b>My team</b></p> <p>B19. The people in my team can be relied upon to help when things get difficult in my job</p> <p>B20. The people in my team work together to find ways to improve the service we provide</p> <p>B21. The people in my team are encouraged to come up with new and better ways of doing things</p>	<p><b>Learning and development</b></p> <p>B22. I am able to access the right learning and development opportunities when I need to</p> <p>B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance</p> <p>B24. There are opportunities for me to develop my career in [my organisation]</p> <p>B25. Learning and development activities I have completed while working for [my organisation] are helping me to develop my career</p> <p><b>Inclusion and fair treatment</b></p> <p>B26. I am treated fairly at work</p> <p>B27. I am treated with respect by the people I work with</p> <p>B28. I feel valued for the work I do</p> <p>B29. I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)</p> <p><b>Resources and workload</b></p> <p>B30. In my job, I am clear what is expected of me</p> <p>B31. I get the information I need to do my job well</p> <p>B32. I have clear work objectives</p> <p>B33. I have the skills I need to do my job effectively</p> <p>B34. I have the tools I need to do my job effectively</p> <p>B35. I have an acceptable workload</p> <p>B36. I achieve a good balance between my work life and my private life</p> <p><b>Pay and benefits</b></p> <p>B37. I feel that my pay adequately reflects my performance</p> <p>B38. I am satisfied with the total benefits package</p> <p>B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable</p>	<p><b>Leadership and managing change</b></p> <p>B40. I feel that [my organisation] as a whole is managed well</p> <p>B41. [Senior managers] in [my organisation] are sufficiently visible</p> <p>B42. I believe the actions of [senior managers] are consistent with [my organisation's] values</p> <p>B43. I believe that [the Board has] a clear vision for the future of [my organisation]</p> <p>B44. Overall, I have confidence in the decisions made by [my organisation's] senior managers</p> <p>B45. I feel that change is managed well in [my organisation]</p> <p>B46. When changes are made in [my organisation] they are usually for the better</p> <p>B47. [My organisation] keeps me informed about matters that affect me</p> <p>B48. I have the opportunity to contribute my views before decisions are made that affect me</p> <p>B49. I think it is safe to challenge the way things are done in [my organisation]</p> <p><b>Engagement</b></p> <p>B50. I am proud when I tell others I am part of [my organisation]</p> <p>B51. I would recommend [my organisation] as a great place to work</p> <p>B52. I feel a strong personal attachment to [my organisation]</p> <p>B53. [My organisation] inspires me to do the best in my job</p> <p>B54. [My organisation] motivates me to help it achieve its objectives</p> <p><b>Taking action</b></p> <p>B55. I believe that [senior managers] in [my organisation] will take action on the results from this survey</p> <p>B56. I believe that managers where I work will take action on the results from this survey</p>
---	---	--

The full version of the core questionnaire is available on the Civil Service website (<http://www.civilservice.gov.uk/about/improving/engagement/measuring-ee.aspx>). The survey also includes questions on data security, and the Civil Service Code, and also includes demographic questions to help us understand how the results for different groups of employees compare.



# We group the 103 participating organisations into five groups based on their function.(1)

## Policy organisations

Cabinet Office  
 Department for Business, Innovation & Skills  
 Department for Communities and Local Government  
 Department for Culture, Media and Sport  
 Department for Education  
 Department for Energy & Climate Change  
 Department for Environment, Food and Rural Affairs  
 Department for International Development  
 Department for Transport  
 Department of Health  
 Government Equalities Office  
 Government Office Network  
 HM Treasury  
 Home Office  
 Ministry of Justice  
 Scotland Office and Wales Office\*  
 Scottish Government  
 Welsh Assembly Government\*

## Specialist organisations

Attorney General's Office  
 Buying Solutions  
 Central Office of Information  
 Centre for Environment, Food and Aquaculture Science  
 Defence Science and Technology Laboratory\*  
 Defence Support Group\*  
 Fire Service College  
 Food and Environment Research Agency  
 General Register Office (Scotland)  
 Government Actuaries Department\*  
 Met Office\*  
 National Archive of Scotland  
 National Measurement Office  
 National School of Government  
 Office of Government Commerce  
 Ordnance Survey  
 Serious Fraud Office  
 The National Archives\*  
 The Royal Parks  
 Treasury Solicitor's Department  
 UK Debt Management Office  
 UK Hydrographic Office  
 UK Statistical Authority  
 Veterinary Laboratories Agency  
 Wilton Park Executive Agency

## Regulatory organisations

Animal Health  
 Charity Commission\*  
 Estyn\*  
 Food Standards Agency  
 Health and Safety Executive  
 HM CPS Inspectorate  
 HM Inspectorate of Education  
 Medicines and Healthcare Products Regulatory Agency  
 Ofsted\*  
 Office of Fair Trading  
 Office of Rail Regulation  
 Office of the Scottish Charity Regulator  
 Planning Inspectorate  
 Scottish Housing Regulator  
 Social Work Inspection Agency  
 Veterinary Medicines Directorate

\* Organisation did not participate in the 2009 Civil Service People Survey



# We group the 103 participating organisations into five groups based on their function (2)

## Larger delivery organisations (2,500 employees or more)

CMEC - Child Support Agency  
Crown Prosecution Service  
Department for Work and Pensions  
Driver and Vehicle Licensing Agency  
Driving Standards Agency  
Foreign and Commonwealth  
Highways Agency  
HM Courts Service  
HM Revenue & Customs  
Identity and Passport Service  
Insolvency Service  
Land Registry  
Ministry of Defence  
National Offender Management Service  
Rural Payments Agency  
Scottish Prison Service\*  
Tribunal Service  
UK Border Agency  
Valuation Office Agency  
Vehicle and Operator Services Agency

## Smaller delivery organisations (less than 2,500 employees)

Acas  
Accountant in Bankruptcy  
CMEC - Commission Executive  
CMEC - Corporate Services  
Companies House  
Criminal Injuries Compensation Authority  
Criminal Records Bureau  
Crown Office and Procurator Fiscal Service  
Disclosure Scotland  
Export Credits Guarantee Department  
FCO Services  
Government Car and Despatch Agency  
Historic Scotland  
Intellectual Property Service  
Maritime and Coastguard Agency  
MOJ Arms Length Bodies\*  
National Savings & Investment  
Office of the Public Guardian  
Registers of Scotland  
Scottish Courts Service\*  
Scottish Public Pensions Agency  
Student Awards Agency for Scotland  
Transport Scotland  
Vehicle Certification Agency

\* Organisation did not participate in the 2009 Civil Service People Survey

