

Making the grade: Appendix 2

Survey findings

May 2024

Survey methodology

To reach a wider audience and gain a better understanding of the views and experiences of current civil servants, *Reform* published a short survey with CSW.

771 people completed the survey. A full breakdown of the survey profile can be found below. It is important to note that while the survey provides a powerful indicator of civil servants' views, it is not representative and should not be treated as such.

The survey was live between 7 and 22 March 2024, and was promoted by both CSW and *Reform* through newsletters and social media channels.

Questions 10,11, 12 and 13 were only shown to respondents who answered yes to question 9 – that is, to those who said they were line managers.

All other questions were shown to all respondents.

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Q1 - Firstly, which central government organisation/department do you currently work for? Please select ONE	Answer	%
	Attorney General's Office	0%
	Cabinet Office	9%
	Department for Business and Trade	3%
	Department for Culture, Media & Sport	1%
	Department for Education	7%
	Department for Energy, Security and Net Zero	2%
	Department for Environment, Food and Rural Affairs	6%
	Department for Levelling Up, Housing and Communities	4%
	Department for Science, Innovation & Technology	1%
	Department for Transport	5%
	Department for Work & Pensions	12%

	Department of Health and Social Care	3%
	Foreign Commonwealth & Development Office	2%
	HM Treasury	2%
	Home Office	9%
	Ministry of Defence	8%
	Ministry of Justice	7%
	Department for International Trade	0%
	HM Revenue & Customs	10%
	Other (please specify)	8%
	Total	100%

Q2. What is your current grade? Please use the nearest equivalent if needed.	Answer	%
	Administration	3.38%
	Executive Officer (EO)	9.62%
	Higher Executive Officer (HEO)	10.40%
	Senior Executive Officer (SEO)	21.98%
	Fast Stream	1.69%
	Grade 7	26.92%
	Grade 6	17.56%
	SCS	7.15%
	Other (please specify)	1.30%
	Total	100%

Q3 - Which of the following best describe your profession? Please select all that apply.	Answer	%
	Policy	31%
	Operational delivery	20%
	Project management and delivery	10%
	Human resources	10%
	Digital, Data and Technology	9%
	Other (please specify)	8%
	Analytics	7%
	Finance	4%
	Commercial and procurement	4%
	Science and Engineering	2%
	Communications	2%
	Knowledge and information management	2%
	Security	2%
	Intelligence analysis	1%
	Legal	1%
	Total	100%

Q4 - How long have you been in the civil service?	Answer	%
	Less than 1 year	3%
	1 year - 2 years	8%
	3 years - 4 years	15%

	5 years - 9 years	23%
	10 years or more	51%
	Total	100%

Q5 - Did you join the civil service via the Fast Stream?	Answer	%
	Yes	12%
	No	88%
	Total	100%

Q6 - To what extent do you agree with the following statements relating to civil service?	Question	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	Don't know
	The civil service takes talent and performance management seriously	3%	26%	13%	30%	27%	1%
	Talented people rise to the top of the civil service	2%	27%	15%	31%	25%	1%
	The civil service in general manages poor performance well	1%	6%	10%	32%	49%	2%
	Managers are incentivised to move poor performers to another role or department, rather than manage them out of the civil service	31%	35%	14%	7%	8%	5%
	I have a good line manager and feel supported by them to progress	29%	32%	14%	12%	13%	1%
	There are opportunities to progress which makes a future career in the civil service an exciting prospect	11%	33%	14%	21%	21%	1%
	I am aware of disciplinary issues where action should have been taken but has not	34%	28%	13%	10%	7%	8%
	I understand the role the HR function in my department plays	16%	31%	14%	20%	18%	1%

Q7 - What is your working pattern?	Answer	%
	Full-time	89%
	Part-time	9%
	Job-share	1%
	Other (please specify)	1%
	Total	100%

Q8 - Which of the following best reflects your employment status?	Answer	%
	Permanent contract	97%
	Fixed-term contract	1%
	On loan from other CS organisation	1%
	Temporary/agency worker	0%
	Contractor/freelancer	0%
	Seconded from outside CS	0%
	Other (please specify)	0%
	Total	100%

Q9 - Are you a line manager?	Answer	%
	Yes	58%
	No	42%
	Total	100%

Q10 - Have you ever required the support of someone from the HR team in your department?	Answer	%
	Yes	83%
	No	17%
	Total	100%

Q11 - What proportion of people in your directorate do you feel are poor performers?	Answer	%
	Under 10%	44%
	10-30%	39%
	30-50%	7%
	More than 50%	2%
	Don't know	7%
	Total	100%

Q12 - Have you ever had to manage someone out of the civil service for poor performance or disciplinary reasons?	Answer	%
	Yes	37%
	No	63%
	Total	100%

Q13 - As a line manager, to what extent do you agree with the following statements?	Question	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	I feel supported by my leadership team to manage poor performance and disciplinary matters	7%	32%	24%	28%	10%
	I feel supported through my training to manage poor performance and disciplinary matters	4%	19%	16%	41%	21%
	The processes for managing poor performance or disciplinary issues are straightforward and efficient	1%	7%	15%	36%	41%
	I do not feel the need to go around or operate outside the usual HR processes to hire, manage or remove poor performers	6%	21%	39%	21%	13%

Q14 - What is your gender?	Answer	%
	Male	42%
	Female	48%
	I prefer not to say	10%
	Total	100%

Q15 - What is your age?	Answer	%
	16-34	25%
	35-44	25%
	45-54	27%
	55+	23%
	Total	100%

Q16 - Where do you currently work?	Answer	%
	East Midlands (England)	3%
	East of England	3%
	London	44%
	Northeast England	5%
	Northwest England	10%
	Southeast England	6%
	Southwest England	8%
	West Midlands (England)	5%
	Yorkshire and The Humber (England)	9%
	Scotland	4%
	Wales	2%
	Northern Ireland	1%
	Other (please specify)	1%
	Total	100%

Q17 - What is your ethnicity?	Answer	%
	Arab	0%
	Other Asian background	1%
	Bangladeshi	1%
	Chinese	0%
	Indian	2%
	Pakistani	1%
	African	1%
	Other Black or Black British	2%
	Caribbean	0%
	Other Caribbean	0%
	White and Asian	1%
	White and Black African	0%
	White and Black Caribbean	1%
	Other White	5%
	English	49%
	Welsh, Scottish	8%
	Northern Irish or British	13%
	Irish	1%
	Gypsy or Traveller	0%
	Roma	0%
	Prefer not to say	15%
	Total	100%