



HM TREASURY

## HM Treasury Staff Survey 2008 Summary of Key Findings

The seventh annual Staff Survey in the Treasury was conducted by Towers Perrin - ISR over 2 weeks in December 2008. The survey was open to all employees and completed by a total of 1012 people, giving a response rate of 80% - 4 points up on last year's survey.

Since the previous survey in December 2007 it is noteworthy that the Treasury's Vision 2011 Programme has been launched which is designed to improve the Treasury's capability in areas such as leadership, stakeholder engagement, and business systems.

The annual survey provides a point in time view of the opinions of Treasury staff, and enables the Treasury to benchmark its performance against previous years and against the performance of other public and private sector organisations. The survey covers all aspects of working in the Treasury, for example senior corporate leadership, learning & development and culture, as well as measuring how well the Treasury has managed change over the previous year.

### Overview 2008:2007

The findings of the 2008 survey show an improvement in almost all areas since the 2007 Survey.

Favourable scores on all Categories, bar one, increased in 2008. The Category which saw the highest increase in positive responses is Leadership which improved by 13 points\*. The only Category on which scores did not improve is Work Enablers and Information Management which remained constant compared to 2007 at 72% favourable.

When we look at specific questions in the survey, the largest significant<sup>1\*</sup> improvements in 2008 scores compared to 2007 are as follows:

---

<sup>1</sup> All scores indicated with an asterisk are 'statistically significant'. This is a technical term used by research scientists to indicate that we can attach greater significance to these findings because analysis of the data suggests they are unlikely to have occurred by chance. Furthermore, were the survey to be repeated, while holding all other factors constant, we would expect the findings on statistically significant results to be repeated. The value of statistically significant scores is that management can have a higher degree of confidence when acting on these findings.

- Executive Management Group (EMG) effectiveness on communications (+20\* vs. 2007 on favourable response) and EMG leadership effectiveness (+17\*);
- Treasury Board effectiveness on communications (+14\*), on visibility (+10\*) and on leadership (+10\*);
- Confidence in Directorate Senior Management (SCS) (+14\*), and on understanding of Directorate purpose and objectives (+10\*);
- Departmental effectiveness at moving people to where they are most needed (+12\*);
- Recommending the Department as a good place to work (+11\*), and not looking to leave the organisation within 12 months (+11\*).

Only one question experienced a significant\* decline since 2007:

- I know what I have to do in my work to reduce the impact of my actions on the environment (- 4\*).

## Overview vs. External Benchmarks (norms)

In order to provide a context for the Treasury's results, Towers Perrin-ISR compares both Category and question-level findings with external benchmarks (norms) of employee opinion in the UK. These norms contain data from many organisations and thousands of employees allowing us to see average patterns of responding by segment. This year we have compared Treasury results with the UK Public Sector Norm, the UK National Norm and the UK High Performing Norm.

We chose these norms because the Public Sector norm is representative of the Treasury's natural government peer group, the UK National Norm comprises a cross-section of the UK economy and the High Performance Norm offers the Treasury a 'stretch norm' given its composition of the highest performing UK organisations in relation to their operational metrics, engagement scores and their financial performance.

In relation to benchmarks the Treasury's findings are as follows:

- On nine Categories the Treasury scores significantly better than the Towers Perrin-ISR **UK Public Sector Norm**.
- When compared to the Towers Perrin-ISR **UK National Norm**, the Treasury exceeds the norm on five categories.
- Compared to the Towers Perrin-ISR **UK High Performing Norm** the Treasury is now above norm on three categories.
- Three categories - Talent Management, Performance Management & Reward, and Change - are consistently low scoring Categories against all three benchmarks.

## **Staff Engagement with the Treasury**

This year, the overall Engagement metric for the Treasury rose by 7 points to 69%. This is a very pleasing result - it is 7% higher than the Towers Perrin-ISR UK Public Sector benchmark, and only 8% below the Towers Perrin-ISR UK High Performing benchmark.

### **Towers Perrin-ISR**



**TOWERS  
PERRIN**

---

**ISR** INTERNATIONAL SURVEY RESEARCH