



HM TREASURY

STAFF SURVEY 2007 SUMMARY OF KEY FINDINGS

Introduction

The sixth annual Staff Survey in the Treasury was conducted over 2 weeks in late November and early December 2007, once again with the help of the external survey specialists Towers Perrin-ISR. A total of 913 staff completed the survey, giving a response rate of 76% - 7 points up on last year's survey.

The survey covers all aspects of working in the Treasury – for example, senior corporate Treasury leadership; learning and development; and culture – including how the Treasury has managed change in the last year and how well the Department is driving change for the future. It gives us a point in time view of the opinions and morale of Treasury staff, and enables the Treasury to benchmark its performance both against its own performance in previous years, and against the performance of other public and private sector organisations,

The findings of the 2007 survey are broadly consistent with the main messages from the Treasury's Capability Review, available at:

http://www.hm-treasury.gov.uk/about/about_capability.cfm

Overview vs. 2006

Overall staff views have on average broadly stayed the same since the last survey in December 2006.

There have been encouraging improvements on some individual questions:

- Benefits to both the Treasury and individuals of spending more time in one post. (+13* - i.e. 13 percentage points higher than 2006 score on 'favourable' response. * = a statistically significant difference)
- Treasury senior leadership team provides a clear sense of direction for the Department (+13*)
- Awareness of the impact of work actions on the environment (+17*)

However, there have been some declines in favourable views since 2006, the highest of which are:

- Line manager discusses my career path and development needs with me (-11*);
- Treasury as a family-friendly employer (-11*, higher '?' response) – however, when comparing with longer term trends, this becomes a -3 point drop;
- staffing levels to handle the workload (-10*)

Overview vs. External Benchmarks (Norms)

The individual questions from the survey are grouped into 12 themes, and as in previous years, the Treasury-wide results are compared with external benchmarks or Norms of employee opinions in the UK nationally (including both public and private sector organisations). Overall the Treasury is in line with or more positive than the UK National Norm on half of these themes. Specifically:

- Line Management;
- Work Enablers;
- Clarity of Purpose;
- Working Together;
- Directorate and Team Leadership; and
- Learning & Development

However, in the remaining themes the Treasury scores lower than the UK National Norm:

- Talent Management & Reward;
- Treasury Corporate Leadership;
- Performance Appraisal;
- Staff Engagement;
- Work Balance & Flexibility; and
- Treasury Culture.

In 2007, the scores of the organisations making up the National Norm group improved markedly, although HM Treasury improved it did not keep up with the improvements in the National Norm group. It is an aspiration of the Treasury to continue to move closer to the National Norm or even exceed it in future years. When comparing Treasury's 2007 results against its own 2006 staff survey results, the results for the 6 themes above stay fairly static or show some improvement.

Change in the Treasury

The Treasury has experienced a number of significant changes in the past year – change of Ministers; organisation structure changes, including the integration of new colleagues from OGC; the Capability Review assessment and report. In addition to these changes, HM Treasury faced high profile economic and market challenges.

35% of all staff say that the changes enacted in the Department over the past year have been well handled, while 19% disagree and 46% have no strong opinion. This was a new question for the 2007 survey, prompted by events across the year, so there are no previous Treasury numbers against which to benchmark this.

41% of staff think that the current pace of change in the Treasury is 'about right', while 12% say it is 'too fast', 18% say, in contrast, that it is 'too slow', and 30% give no opinion.

Last year almost all Directors and Managing Directors felt the pace of change within the Treasury was 'about right'; this year there is more of a sense from this group that the pace of change needs to quicken (35%) if the Treasury is to deliver on the CSR and Capability Review outcomes and meet current stakeholder challenges and expectations. However, 83% of Managing Directors and Directors think that the Treasury will change for the better over the next year.

Looking to the future, almost half of staff believe that the Treasury will stay the same, 22% think that the Treasury will change for the better, and 19% think that it will change for the worse (the remainder having no strong opinion). These responses show a fairly static picture against the 2006 results.

Staff Engagement at the Treasury

80% of staff are proud to be part of the Treasury.

72% believe in the Treasury's aims and objectives and 81% fully support the Treasury's values (Open; challenging; Collaborative and Appreciative)

Themes that are most likely to impact people's sense of engagement in the Treasury include clarity of purpose, talent management and reward, and culture. Of these, the Treasury has some notable strengths but also some areas to address:

Clarity of Purpose

- 92% understand how their work contributes to their team's objectives
- 79% have a clear understanding of the Treasury's values(+6* vs. 2006, +5* vs. National Norm)
- 83% have a clear understanding of the Treasury's aims and objectives (-1 vs. 2006 and +6* vs. National Norm)
- 51% feel energised to 'go the extra mile'.
- 80% feel encouraged to work across teams for the benefit of the Treasury as a whole

Talent Management and Reward

- 52% feel their personal contribution is recognised in the Treasury (-6* vs. 2006, -8* vs. National Norm)
- Only 24% believe their promotion prospects in the Treasury are good (-3 vs. 2006)
- 38% of staff are actively considering leaving the Treasury. Looking back at all the staff survey results since 2003, this response is fairly static and reflects the numbers of staff who are on secondment or loan into the organisation.
- 39% say Treasury is doing a good job of recruiting the right people for its future needs (-4 vs. 2006 and -16* vs. National Norm)

Treasury Culture

- 76% feel free to challenge traditional ways of working (+16* vs. National Norm)
- 63% say Treasury acts with integrity in its dealings with staff (-7* vs. Norm)
- Only 29% say Treasury is promoting the most competent to management positions -1 on the 2006 staff survey results, but – 20* against the national norm.
- Staff views on the Department's diversity efforts in developing and delivering a diverse workforce and culture have become slightly less positive over the last year. 52% of staff feel we are developing a diverse workforce, a drop of 5 points on the 2006 survey.
- 22% still think that the Department needs to do more to involve external stakeholders in policy development. Again, this is a fairly static picture when we look at long-term trends.

