


Returns : 732

Response rate : 74%

Civil Service People Survey 2014

 Strength of association with engagement

◇ Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



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The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		36%	+2	-7 ✧	-14 ✧
My work		74%	-1	-1	-5 ✧
My manager		64%	-4 ✧	-4 ✧	-7 ✧
Pay and benefits		35%	+14 ✧	+7 ✧	0
Organisational objectives and purpose		79%	-3 ✧	-4 ✧	-9 ✧
Resources and workload		68%	-3 ✧	-6 ✧	-9 ✧
Learning and development		46%	-3 ✧	-3 ✧	-9 ✧
Inclusion and fair treatment		69%	-3 ✧	-6 ✧	-9 ✧
My team		75%	-3 ✧	-4 ✧	-7 ✧

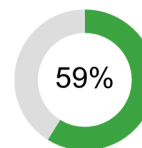


Strength of association with engagement

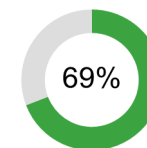


Statistically significant difference from comparison

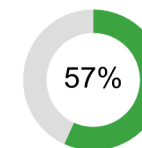
Wellbeing



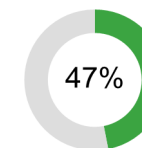
Overall, how satisfied are you with your life nowadays?



Overall, to what extent do you feel that the things you do in your life are worthwhile?

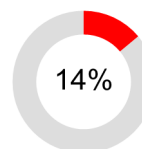


Overall, how happy did you feel yesterday?

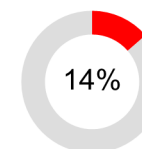


No or low anxiety yesterday

Discrimination, bullying and harassment

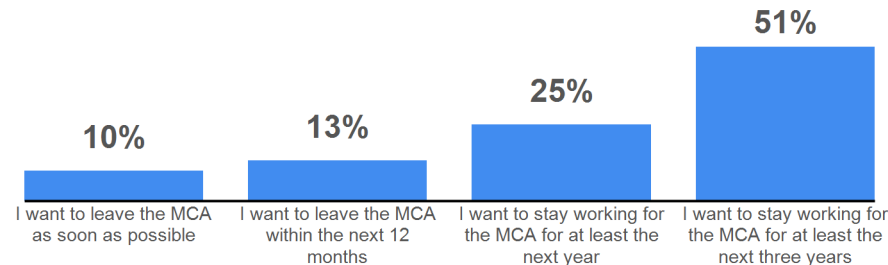


During the past 12 months have you personally experienced discrimination at work?



During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future



All questions by theme

♦ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My work

74% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	51	42	5	0	0	93%	0	+4 ♦	+1
B02 I am sufficiently challenged by my work	34	46	12	6	0	80%	-1	+1	-2 ♦
B03 My work gives me a sense of personal accomplishment	32	48	11	7	0	80%	-2 ♦	+4 ♦	+2 ♦
B04 I feel involved in the decisions that affect my work	15	36	19	19	11	51%	-3 ♦	-6 ♦	-11 ♦
B05 I have a choice in deciding how I do my work	21	45	15	13	7	66%	-1	-9 ♦	-14 ♦

Organisational objectives and purpose

79% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of the MCA's purpose	32	49	10	6	0	81%	-2 ♦	-4 ♦	-9 ♦
B07 I have a clear understanding of the MCA's objectives	28	48	14	6	0	75%	-3 ♦	-5 ♦	-10 ♦
B08 I understand how my work contributes to the MCA's objectives	31	48	14	6	0	79%	-2 ♦	-5 ♦	-9 ♦

All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My manager

64% -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	21	41	20	11	6	62%	-6 ◆	-6 ◆	-10 ◆
B10 My manager is considerate of my life outside work	36	42	13	5		78%	-2 ◆	-3 ◆	-7 ◆
B11 My manager is open to my ideas	31	45	14	5		76%	-2 ◆	-4 ◆	-8 ◆
B12 My manager helps me to understand how I contribute to the MCA's objectives	19	41	24	10	6	60%	-2	-4 ◆	-9 ◆
B13 Overall, I have confidence in the decisions made by my manager	27	43	16	9	6	70%	-4 ◆	-3 ◆	-7 ◆
B14 My manager recognises when I have done my job well	27	46	14	9		73%	-6 ◆	-4 ◆	-8 ◆
B15 I receive regular feedback on my performance	16	45	20	13	6	61%	-4 ◆	-4 ◆	-8 ◆
B16 The feedback I receive helps me to improve my performance	15	41	25	12	6	57%	-3 ◆	-4 ◆	-9 ◆
B17 I think that my performance is evaluated fairly	15	42	20	13	9	58%	-9 ◆	-5 ◆	-9 ◆
B18 Poor performance is dealt with effectively in my team	10	30	33	14	12	41%	-4 ◆	+2	-2 ◆

My team

75% -3

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	36	46	11			82%	-3 ◆	-1 ◆	-4 ◆
B20 The people in my team work together to find ways to improve the service we provide	32	46	15	5		78%	-3 ◆	-2 ◆	-5 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	24	41	19	10	5	65%	-2 ◆	-8 ◆	-13 ◆



All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Learning and development

46% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	12	45	24	12	7	57%	-6 ◆	-5 ◆	-10 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	33	33	14	7	45%	-6 ◆	-6 ◆	-11 ◆
B24	There are opportunities for me to develop my career in the MCA	10	30	26	17	17	40%	+2	-2	-9 ◆
B25	Learning and development activities I have completed while working for the MCA are helping me to develop my career	10	32	32	14	11	43%	-2	0	-6 ◆

Inclusion and fair treatment

69% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	23	52	13	8		74%	-6 ◆	-5 ◆	-8 ◆
B27	I am treated with respect by the people I work with	27	55	11	5		82%	-3 ◆	-3 ◆	-5 ◆
B28	I feel valued for the work I do	19	38	18	15	11	56%	-4 ◆	-8 ◆	-13 ◆
B29	I think that the MCA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	19	46	21	7	8	65%	+1	-9 ◆	-13 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Resources and workload

68% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	23	58	11	5	5	81%	-5 ♦	-3 ♦	-6 ♦
B31 I get the information I need to do my job well	15	50	19	12	5	64%	-3 ♦	-6 ♦	-10 ♦
B32 I have clear work objectives	19	55	14	9	5	74%	-6 ♦	-2 ♦	-5 ♦
B33 I have the skills I need to do my job effectively	28	59	9	4	2	87%	-4 ♦	-3 ♦	-5 ♦
B34 I have the tools I need to do my job effectively	13	40	19	18	9	54%	+1	-18 ♦	-22 ♦
B35 I have an acceptable workload	10	47	19	15	9	57%	-3 ♦	-2 ♦	-9 ♦
B36 I achieve a good balance between my work life and my private life	16	46	16	14	8	62%	-3 ♦	-4 ♦	-12 ♦

Pay and benefits

35% +14

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	7	29	22	20	22	36%	+16 ♦	+7 ♦	0
B38 I am satisfied with the total benefits package	7	31	23	20	19	38%	+10 ♦	+6 ♦	-2 ♦
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	23	19	23	27	30%	+15 ♦	+6 ♦	-1



All questions by theme

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Leadership and
Managing Change

36% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40 I feel that the MCA as a whole is managed well	6	31	26	20	17	37%	-1	-9 ◆	-19 ◆
B41 Senior Managers in the MCA are sufficiently visible	8	33	23	20	16	42%	+2	-11 ◆	-21 ◆
B42 I believe the actions of Senior Managers are consistent with the MCA's values	7	30	31	17	15	37%	+1	-10 ◆	-19 ◆
B43 I believe that the Executive Board has a clear vision for the future of the MCA	7	32	32	14	16	39%	+1	-6 ◆	-14 ◆
B44 Overall, I have confidence in the decisions made by the MCA's Senior Managers	7	28	28	19	19	35%	+2	-9 ◆	-16 ◆
B45 I feel that change is managed well in the MCA		19	27	28	23	23%	+1	-9 ◆	-16 ◆
B46 When changes are made in the MCA they are usually for the better	5	27	33	20	15	32%	+8 ◆	+2 ◆	-5 ◆
B47 The MCA keeps me informed about matters that affect me	6	43	24	16	12	49%	+2	-9 ◆	-15 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me		27	28	23	17	31%	-1	-4 ◆	-12 ◆
B49 I think it is safe to challenge the way things are done in the MCA	6	32	28	19	16	38%	+3 ◆	-3 ◆	-10 ◆

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All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of the MCA	23	43	22	7	5	66%	+1	+7 ♦	0
B51 I would recommend the MCA as a great place to work	14	31	29	16	10	45%	+2	-4 ♦	-15 ♦
B52 I feel a strong personal attachment to the MCA	20	34	24	13	8	55%	+2	+7 ♦	+1
B53 The MCA inspires me to do the best in my job	12	32	31	14	11	44%	+1	-1	-7 ♦
B54 The MCA motivates me to help it achieve its objectives	11	31	30	16	12	42%	+5 ♦	-1	-8 ♦

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that Senior Managers in the MCA will take action on the results from this survey	6	31	26	21	16	37%	+4 ♦	-8 ♦	-16 ♦
B56 I believe that managers where I work will take action on the results from this survey	10	34	27	16	13	44%	0	-12 ♦	-17 ♦
B57 Where I work, I think effective action has been taken on the results of the last survey	6	24	37	16	16	30%	+4 ♦	-5 ♦	-10 ♦



All questions by theme

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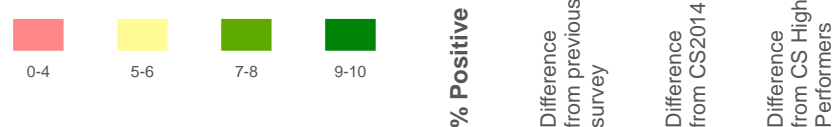
Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	27	59	9			86%	-1	-2 ◆	-4 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	15	46	22	12	5	61%	0	-7 ◆	-11 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	12	44	24	10	10	56%	-6 ◆	-9 ◆	-15 ◆
B61 When I talk about the MCA I say "we" rather than "they"	19	45	19	10	7	64%	+3 ◆	-5 ◆	-15 ◆
B62 I have some really good friendships at work	27	48	20			75%	-1	-1	-4 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Wellbeing



Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	17	24	44	15	59%	-2	-5 ◆	-8 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	19	46	23	69%	-2	0	-3 ◆
W03 Overall, how happy did you feel yesterday?	20	24	39	18	57%	-3 ◆	-3 ◆	-7 ◆



W04 Overall, how anxious did you feel yesterday?	22	25	22	31	47%	-6 ◆	-3 ◆	-6 ◆
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All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for the MCA?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave the MCA as soon as possible		10%	+2	+3 ◆	0
I want to leave the MCA within the next 12 months		13%	-1	0	-4 ◆
I want to stay working for the MCA for at least the next year		25%	-2	-6 ◆	-12 ◆
I want to stay working for the MCA for at least the next three years		51%	+1	+5 ◆	-3 ◆

The Civil Service Code

Differences are based on '% Yes' score

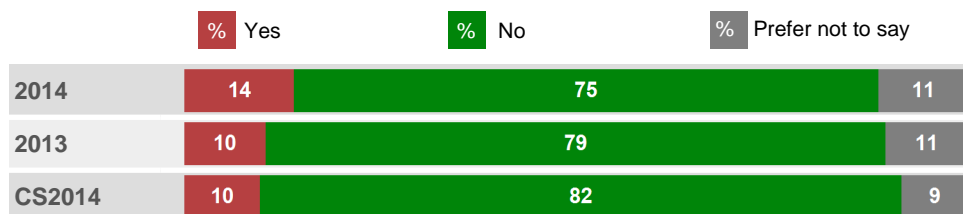
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		10	90%	-1	0	-4 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		28	72%	-4 ◆	+8 ◆	+1
D03. Are you confident that if you raised a concern under the Civil Service Code in the MCA it would be investigated properly?		40	60%	-3 ◆	-9 ◆	-14 ◆

All questions by theme

◆ indicates statistically significant difference from comparison
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Discrimination, harassment and bullying

E01. During the past 12 months, have you personally experienced discrimination at work?



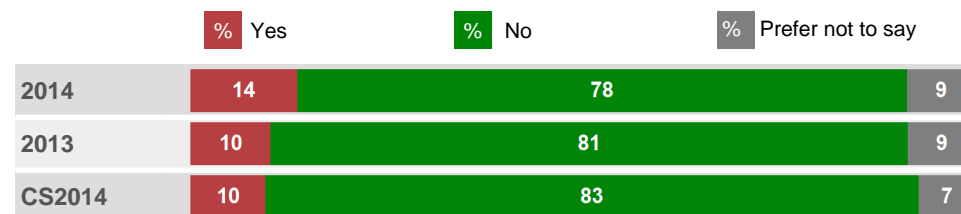
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

	Response Count	
Age	13	
Caring responsibilities	--	
Disability	--	
Ethnic background	--	
Gender	14	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	29	
Main spoken/written language or language ability	--	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	--	
Working location	12	
Working pattern	23	
Any other grounds	41	
Prefer not to say	10	

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

	Response Count	
A colleague	27	
Your manager	22	
Another manager in my part of the MCA	31	
Someone you manage	--	
Someone who works for another part of the MCA	17	
A member of the public	--	
Someone else	--	
Prefer not to say	14	

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

MCA questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I would feel able to report any discrimination without worrying that it would have a negative impact on me	15	42	22	14	7	57%	--
F02	I would feel able to report any bullying or harassment without worrying that it would have a negative impact on me	15	41	22	14	7	56%	--
F03	I demonstrate the values and behaviours the MCA expects of me	33	59	7			92%	--
F04	At work I have the opportunity to do what I do best every day	16	46	24	11		62%	--
F05	My manager, or someone at work, seems to care about me as a person	24	53	15	6		77%	--
F06	In the last six months someone at work has talked to me about my progress	20	50	14	10	6	70%	--
F07	I have a best friend at work	12	23	33	24	8	35%	--



Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2013 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2014 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✨

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2014 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association
with engagement



 the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.