

## Your engagement index

58%

Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0	0	-4 ✧

See the appendix for further details

### The three elements of engagement and their component questions are:

#### Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2013
B50. I am proud when I tell others I am part of the MCA	64%	0	+8 ✧
B51. I would recommend the MCA as a great place to work	43%	+1	-2 ✧

#### Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to the MCA	53%	+1	+7 ✧
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#### Strive: motivated to do the best for the organisation...










B53. The MCA inspires me to do the best in my job	43%	+2	0
B54. The MCA motivates me to help it achieve its objectives	37%	+1	-3 ✧

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

## Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these 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.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Leadership and managing change		34%	+1	-7 ✧	-17 ✧
My work		75%	+3 ✧	+2 ✧	-3 ✧
My manager		68%	+2 ✧	+1	-2 ✧
Learning and development		49%	+3 ✧	+2 ✧	-5 ✧
Pay and benefits		21%	+1	-8 ✧	-13 ✧
Resources and workload		72%	+2	-2 ✧	-5 ✧
Organisational objectives and purpose		81%	+5 ✧	-1 ✧	-6 ✧
Inclusion and fair treatment		72%	+3 ✧	-2 ✧	-5 ✧
My team		78%	+2 ✧	-1	-3 ✧




✧ = Statistically significant difference from comparison

# Top three key driver themes in more detail

The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

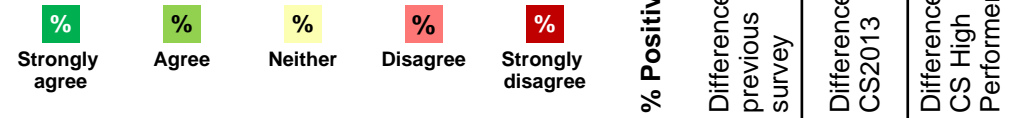
	% Positive	Diff. from previous survey	Difference from CS2013
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>			
B46. When changes are made in the MCA they are usually for the better	24%	+2	-3 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	33%	+1	-4 ◇
B49. I think it is safe to challenge the way things are done in the MCA	34%	-4 ◇	-4 ◇
B43. I believe that the Executive Board has a clear vision for the future of the MCA	38%	0	-4 ◇
B40. I feel that the MCA as a whole is managed well	38%	+3 ◇	-6 ◇
B45. I feel that change is managed well in the MCA	22%	0	-7 ◇
B44. Overall, I have confidence in the decisions made by the MCA's Senior Managers^	33%	+4 ◇	-8 ◇
B42. I believe the actions of Senior Managers are consistent with the MCA's values^	36%	+2	-8 ◇
B47. The MCA keeps me informed about matters that affect me	47%	+4 ◇	-11 ◇
B41. Senior Managers in the MCA are sufficiently visible^	40%	0	-11 ◇
<b>My work</b> <span style="float: right;">Strength of association with engagement: </span>			
B03. My work gives me a sense of personal accomplishment	82%	+2 ◇	+7 ◇
B01. I am interested in my work	93%	0	+4 ◇
B02. I am sufficiently challenged by my work	81%	+4 ◇	+3 ◇
B04. I feel involved in the decisions that affect my work	54%	+7 ◇	0
B05. I have a choice in deciding how I do my work	66%	+3 ◇	-6 ◇
<b>My manager</b> <span style="float: right;">Strength of association with engagement: </span>			
B18. Poor performance is dealt with effectively in my team	45%	+4 ◇	+7 ◇
B17. I think that my performance is evaluated fairly	67%	0	+4 ◇
B09. My manager motivates me to be more effective in my job	68%	+3 ◇	+2 ◇
B13. Overall, I have confidence in the decisions made by my manager	73%	+4 ◇	+2 ◇
B14. My manager recognises when I have done my job well	79%	+1	+2 ◇
B15. I receive regular feedback on my performance	65%	+4 ◇	+1
B12. My manager helps me to understand how I contribute to the MCA's objectives	62%	+4 ◇	0
B16. The feedback I receive helps me to improve my performance	60%	+1	0
B10. My manager is considerate of my life outside work	81%	0	0
B11. My manager is open to my ideas	78%	0	-1

# All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



## My work

:Strength of association with engagement

Question	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	53	40	5	0	0	93%	0	+4 ◇	+1 ◇
B02. I am sufficiently challenged by my work	33	48	10	7	0	81%	+4 ◇	+3 ◇	0
B03. My work gives me a sense of personal accomplishment	37	45	11	6	0	82%	+2 ◇	+7 ◇	+3 ◇
B04. I feel involved in the decisions that affect my work	13	40	20	17	9	54%	+7 ◇	0	-7 ◇
B05. I have a choice in deciding how I do my work	21	45	16	12	5	66%	+3 ◇	-6 ◇	-11 ◇

## Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of the MCA's purpose	31	53	9	5	0	84%	+4 ◇	-1 ◇	-6 ◇
B07. I have a clear understanding of the MCA's objectives	26	53	13	6	0	79%	+5 ◇	-1 ◇	-6 ◇
B08. I understand how my work contributes to the MCA's objectives	29	52	12	4	0	81%	+6 ◇	-1 ◇	-5 ◇

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## My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	24	44	17	10	5	68%	+3 ◇	+2 ◇	-2 ◇
B10. My manager is considerate of my life outside work	40	40	11	5		81%	0	0	-3 ◇
B11. My manager is open to my ideas	33	45	13	5		78%	0	-1	-4 ◇
B12. My manager helps me to understand how I contribute to the MCA's objectives	20	42	26	7	4	62%	+4 ◇	0	-4 ◇
B13. Overall, I have confidence in the decisions made by my manager	29	44	15	7	5	73%	+4 ◇	+2 ◇	-3 ◇
B14. My manager recognises when I have done my job well	30	49	13	5		79%	+1	+2 ◇	-1 ◇
B15. I receive regular feedback on my performance	19	46	21	10	4	65%	+4 ◇	+1	-3 ◇
B16. The feedback I receive helps me to improve my performance	18	42	29	8	4	60%	+1	0	-5 ◇
B17. I think that my performance is evaluated fairly	18	49	19	8	6	67%	0	+4 ◇	0
B18. Poor performance is dealt with effectively in my team	10	36	33	13	9	45%	+4 ◇	+7 ◇	+3 ◇

## My team

:Strength of association with engagement








B19. The people in my team can be relied upon to help when things get difficult in my job	36	49	9	4		86%	+1	+2 ◇	0
B20. The people in my team work together to find ways to improve the service we provide	33	48	13	5		81%	+4 ◇	+1	-2 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	26	42	21	7	4	68%	+1	-5 ◇	-8 ◇

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
<b>Learning and development</b>									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	11	52	21	10	5	63%	+5 ◇	+2 ◇	-2 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	39	31	11	7	51%	+1	+3 ◇	-3 ◇
B24. There are opportunities for me to develop my career in the MCA	7	31	27	19	15	38%	+5 ◇	0	-9 ◇
B25. Learning and development activities I have completed while working for the MCA are helping me to develop my career	10	35	32	13	10	45%	0	+3 ◇	-3 ◇
<b>Inclusion and fair treatment</b>									
 :Strength of association with engagement									
B26. I am treated fairly at work	24	57	12	5		81%	+3 ◇	+2 ◇	-1
B27. I am treated with respect by the people I work with	27	58	10	4		85%	+2 ◇	0	-2 ◇
B28. I feel valued for the work I do	16	44	19	12	9	60%	+3 ◇	-3 ◇	-7 ◇
B29. I think that the MCA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	17	48	23	7	5	64%	+2	-8 ◇	-14 ◇

# All questions by theme

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% Strongly agree   
 % Agree   
 % Neither   
 % Disagree   
 % Strongly disagree   
 % Positive   
 Difference from previous survey   
 Difference from CS2013   
 Difference from CS High Performers

## Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	24	62	8	4		86%	+3 ◇	+3 ◇	0
B31. I get the information I need to do my job well	14	54	19	11		67%	+2 ◇	-2 ◇	-5 ◇
B32. I have clear work objectives	19	61	13	4		80%	+4 ◇	+4 ◇	0
B33. I have the skills I need to do my job effectively	27	63	7			91%	+3 ◇	+2 ◇	0
B34. I have the tools I need to do my job effectively	11	42	18	18	10	53%	-2 ◇	-18 ◇	-23 ◇
B35. I have an acceptable workload	9	50	21	12	8	59%	+2	0	-6 ◇
B36. I achieve a good balance between my work life and my private life	16	49	17	11	6	65%	0	-3 ◇	-7 ◇

## Pay and benefits

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	18	20	30	30		20%	0	-9 ◇	-15 ◇
B38. I am satisfied with the total benefits package	25	26	24	22		28%	+3 ◇	-5 ◇	-10 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	13	17	32	36		15%	-1	-10 ◇	-17 ◇

# All questions by theme

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◇ indicates statistically significant difference from comparison



## Leadership and managing change

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B40. I feel that the MCA as a whole is managed well	4	33	29	19	14	38%	+3 ◇	-6 ◇	-19 ◇
B41. Senior Managers in the MCA are sufficiently visible <sup>^</sup>	8	31	25	21	14	40%	0	-11 ◇	-22 ◇
B42. I believe the actions of Senior Managers are consistent with the MCA's values <sup>^</sup>	6	30	35	16	13	36%	+2	-8 ◇	-20 ◇
B43. I believe that the Executive Board has a clear vision for the future of the MCA	8	30	36	15	12	38%	0	-4 ◇	-17 ◇
B44. Overall, I have confidence in the decisions made by the MCA's Senior Managers <sup>^</sup>	5	28	31	20	17	33%	+4 ◇	-8 ◇	-18 ◇
B45. I feel that change is managed well in the MCA		20	28	30	20	22%	0	-7 ◇	-17 ◇
B46. When changes are made in the MCA they are usually for the better		21	39	22	16	24%	+2	-3 ◇	-11 ◇
B47. The MCA keeps me informed about matters that affect me	5	42	26	16	11	47%	+4 ◇	-11 ◇	-17 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me		30	30	22	15	33%	+1	-4 ◇	-11 ◇
B49. I think it is safe to challenge the way things are done in the MCA	5	30	32	19	15	34%	-4 ◇	-4 ◇	-14 ◇

# All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of the MCA	23	41	23	7	6	64%	0	+8 ◇	-1
B51. I would recommend the MCA as a great place to work	12	31	32	15	10	43%	+1	-2 ◇	-13 ◇
B52. I feel a strong personal attachment to the MCA	17	37	25	14	8	53%	+1	+7 ◇	+1
B53. The MCA inspires me to do the best in my job	10	33	33	14	10	43%	+2	0	-7 ◇
B54. The MCA motivates me to help it achieve its objectives	9	27	36	16	12	37%	+1	-3 ◇	-11 ◇
<b>Taking action</b>									
B55. I believe that Senior Managers in the MCA will take action on the results from this survey <sup>^</sup>	5	28	30	19	18	33%	+1	-10 ◇	-19 ◇
B56. I believe that managers where I work will take action on the results from this survey	9	35	29	15	13	44%	+3 ◇	-10 ◇	-15 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	6	20	40	17	17	27%	+2	-6 ◇	-13 ◇



# All questions by theme

This section shows the results for each question in the survey, by theme.

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	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
<b>Organisational Culture</b>									
B58. I am trusted to carry out my job effectively	29	58	9			87%	+3 ◇	-1	-3 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	16	46	23	12	4	61%	+3 ◇	-6 ◇	-10 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	13	49	26	9	4	62%	+5 ◇	-3 ◇	-8 ◇
B61. When I talk about the MCA I say "we" rather than "they"	19	42	24	8	7	61%	-3 ◇	-7 ◇	-15 ◇
B62. I have some really good friendships at work	28	49	18	5		76%	+3 ◇	+1	-3 ◇

Please note these questions were not asked on paper surveys in 2012.

# All questions by theme

This section shows the results for each question in the survey, by theme.

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%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

## 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. This 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.

W01. Overall, how satisfied are you with your life nowadays?	16	23	46	15	61%	+2 ◇	-2 ◇	-6 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	19	47	24	71%	+5 ◇	+2 ◇	-2 ◇
W03. Overall, how happy did you feel yesterday?	18	22	39	21	60%	+3 ◇	0	-3 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	27	26	19	28	53%	0	+3 ◇	0

# All questions by theme

## 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 CS2013	Difference from CS High Performers
I want to leave the MCA as soon as possible		8%	0	0	-2 ✧
I want to leave the MCA within the next 12 months		14%	+5 ✧	+1 ✧	-2 ✧
I want to stay working for the MCA for at least the next year		28%	+2	-2 ✧	-7 ✧
I want to stay working for the MCA for at least the next three years		50%	-7 ✧	+2 ✧	-8 ✧

## The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		9	91%	+1	+2 ✧	-3 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		24	76%	+2 ✧	+12 ✧	+6 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in the MCA it would be investigated properly?		37	63%	0	-4 ✧	-10 ✧

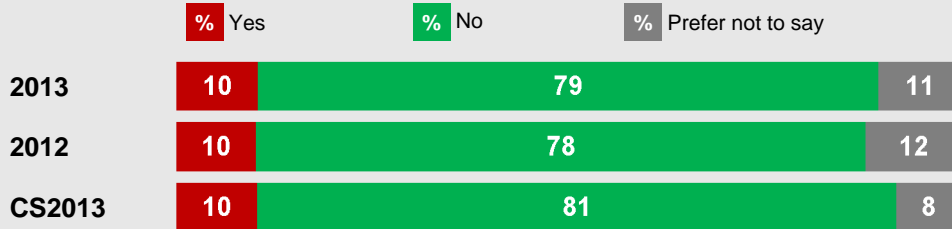
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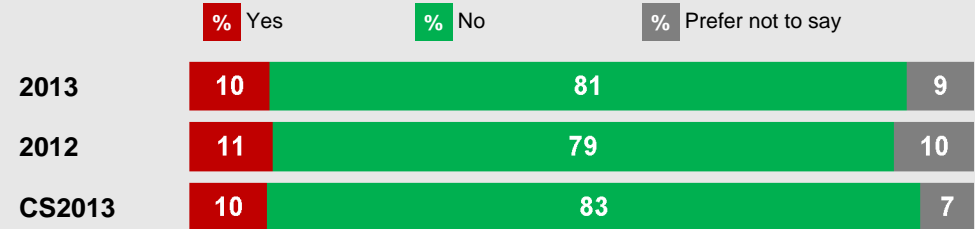
# All questions by theme

## Discrimination, harassment and bullying

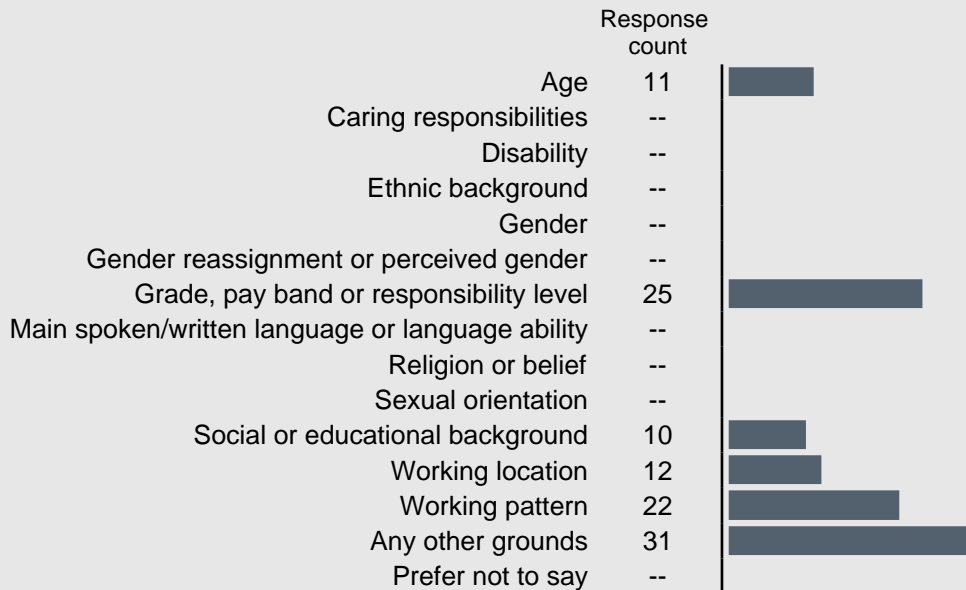
E01. During the past 12 months, have you personally experienced discrimination at work?



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

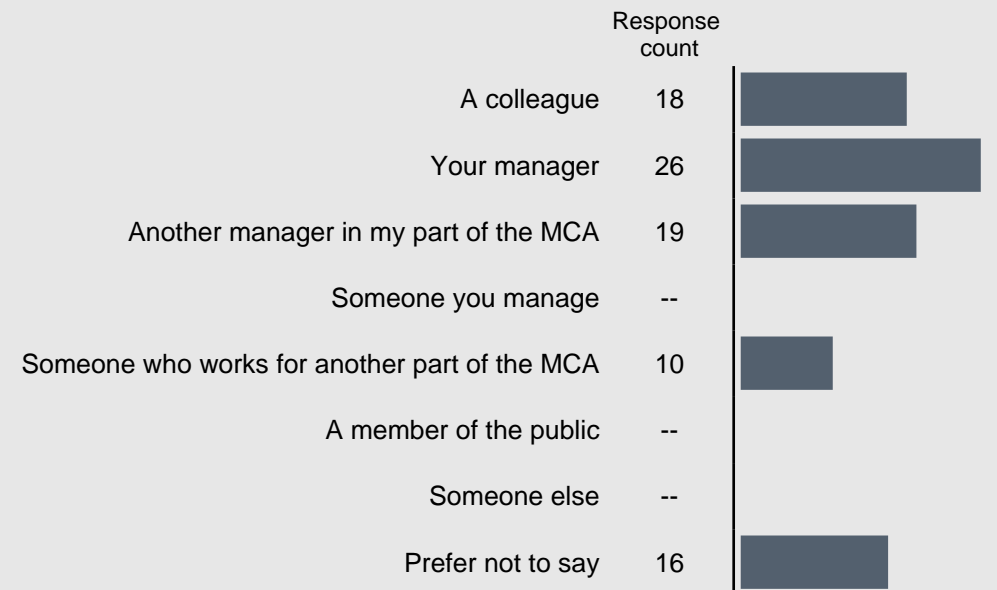


For respondents who selected 'Yes' to question E01.  
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

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)



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

# Appendix

## Glossary of key terms

<b>% positive</b>	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
<b>Previous survey</b>	Comparisons to the previous survey relate to the results from the 2012 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.
<b>CS2013</b>	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 Civil Service People Survey.
<b>CS High Performers</b>	For each question, this is the upper quartile score across all organisations that have taken part in the 2013 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: ✧

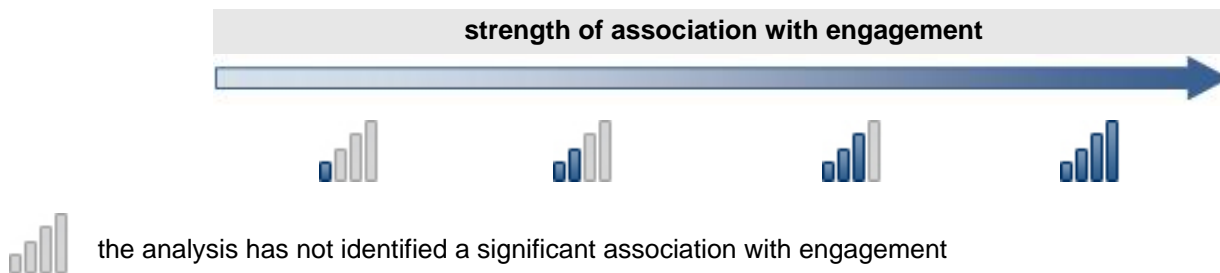
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



## Confidentiality

This survey was carried out as part of the 2013 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the 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.