

Returns : 141

Response rate : 92%

Civil Service People Survey 2016

 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.





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 CS2016	Difference from CS High Performers
Leadership and managing change		57%	+2	+14 ✧	+4 ✧
Pay and benefits		34%	+2	+3 ✧	-4 ✧
My work		82%	+4 ✧	+7 ✧	+4 ✧
Learning and development		62%	+4	+11 ✧	+6 ✧
My team		88%	+1	+8 ✧	+4 ✧
Organisational objectives and purpose		94%	+1	+11 ✧	+6 ✧
My manager		70%	0	+2 ✧	0
Inclusion and fair treatment		81%	0	+5 ✧	+1
Resources and workload		84%	-1	+11 ✧	+7 ✧



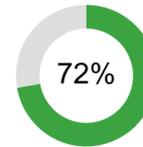
Strength of association with engagement



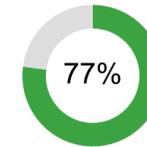
Statistically significant difference from comparison

Wellbeing

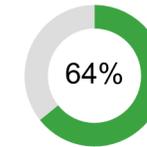
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



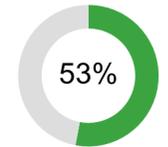
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



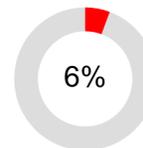
W03. Overall, how happy did you feel yesterday?



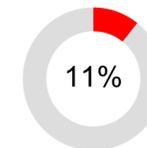
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

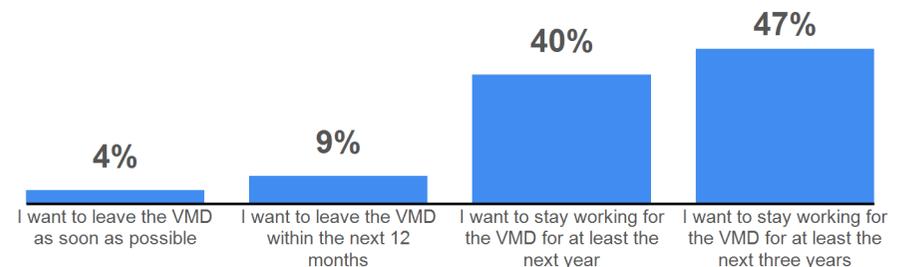


During the past 12 months have you personally experienced discrimination at work?



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

82% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	43	50	6			92%	+5 ◇	+2 ◇	+1
B02 I am sufficiently challenged by my work	33	50	13			84%	+5 ◇	+4 ◇	+1
B03 My work gives me a sense of personal accomplishment	30	52	15			83%	+4 ◇	+8 ◇	+4 ◇
B04 I feel involved in the decisions that affect my work	17	52	16	11		69%	+3	+12 ◇	+7 ◇
B05 I have a choice in deciding how I do my work	29	54	13			83%	0	+9 ◇	+4 ◇

Organisational objectives and purpose

94% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of the VMD's purpose	45	51				96%	+2 ◇	+11 ◇	+6 ◇
B07 I have a clear understanding of the VMD's objectives	39	52	8			91%	+1	+12 ◇	+7 ◇
B08 I understand how my work contributes to the VMD's objectives	44	50	6			94%	0	+11 ◇	+6 ◇

All questions by theme

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

My manager

70% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	24	48	21	6	0	72%	+8 ◆	+3 ◆	-1
B10	My manager is considerate of my life outside work	43	40	11	5	0	84%	-1	+1	-2 ◆
B11	My manager is open to my ideas	42	41	13	0	0	83%	-1	+3 ◆	-1
B12	My manager helps me to understand how I contribute to the VMD's objectives	23	47	23	7	0	70%	+4 ◆	+5 ◆	0
B13	Overall, I have confidence in the decisions made by my manager	31	45	16	7	0	76%	+1	+3 ◆	-3 ◆
B14	My manager recognises when I have done my job well	30	53	12	0	0	84%	+4 ◆	+6 ◆	+2 ◆
B15	I receive regular feedback on my performance	21	45	21	11	0	66%	-6 ◆	0	-3 ◆
B16	The feedback I receive helps me to improve my performance	20	43	29	6	0	62%	-4 ◆	0	-4 ◆
B17	I think that my performance is evaluated fairly	19	45	24	8	0	65%	-4 ◆	+1	-4 ◆
B18	Poor performance is dealt with effectively in my team	15	28	41	11	5	43%	-1	+4 ◆	0

My team

88% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	47	43	9	0	0	89%	+1	+5 ◆	+2 ◆
B20	The people in my team work together to find ways to improve the service we provide	38	52	8	0	0	91%	+3 ◆	+9 ◆	+6 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	36	47	14	0	0	83%	+1	+8 ◆	+4 ◆



All questions by theme

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

Learning and development

62% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	28	60	9	1	2	87%	+8 ◆	+27 ◆	+20 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	24	40	28	5	3	65%	0	+14 ◆	+8 ◆
B24	There are opportunities for me to develop my career in the VMD	10	33	30	16	11	43%	+4	0	-8 ◆
B25	Learning and development activities I have completed while working for the VMD are helping me to develop my career	16	35	36	7	6	51%	+4 ◆	+7 ◆	0

Inclusion and fair treatment

81% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	29	58	7	6	0	87%	+5 ◆	+8 ◆	+5 ◆
B27	I am treated with respect by the people I work with	33	56	8	3	0	89%	-1	+4 ◆	+1
B28	I feel valued for the work I do	20	50	22	6	2	70%	+1	+5 ◆	-1
B29	I think that the VMD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	32	45	17	6	0	77%	-5 ◆	+3 ◆	-1



All questions by theme

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Resources and workload

84% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	35	58				93%	+1	+11 ◆	+7 ◆
B31 I get the information I need to do my job well	25	60	13			84%	-2	+16 ◆	+10 ◆
B32 I have clear work objectives	29	60	9			89%	+1	+14 ◆	+10 ◆
B33 I have the skills I need to do my job effectively	32	61	6			93%	+1	+4 ◆	+2 ◆
B34 I have the tools I need to do my job effectively	26	56	16			82%	-5 ◆	+12 ◆	+6 ◆
B35 I have an acceptable workload	13	56	15	12		70%	-1	+11 ◆	+5 ◆
B36 I achieve a good balance between my work life and my private life	25	52	11	10		77%	-4 ◆	+10 ◆	+5 ◆

Pay and benefits

34% +2

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	32	23	26	16		35%	+1	+3 ◆	-4 ◆
B38 I am satisfied with the total benefits package	32	32	23	10		35%	0	+2	-5 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	26	19	27	23		31%	+5 ◆	+4 ◆	-4 ◆



All questions by theme

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

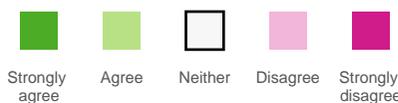
Leadership and managing change

57% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40 I feel that the VMD as a whole is managed well	17	53	19	8	8	70%	+7 ◆	+23 ◆	+12 ◆
B41 Senior managers in the VMD are sufficiently visible	18	41	28	10	3	59%	+3	+4 ◆	-7 ◆
B42 I believe the actions of senior managers are consistent with the VMD's values	17	42	31	7	3	59%	+5 ◆	+11 ◆	+2
B43 I believe that the Directors have a clear vision for the future of the VMD	15	45	28	8	2	60%	-2	+17 ◆	+6 ◆
B44 Overall, I have confidence in the decisions made by the VMD's senior managers	19	44	29	7	1	62%	+5 ◆	+18 ◆	+8 ◆
B45 I feel that change is managed well in the VMD	9	34	35	17	5	43%	-3	+13 ◆	+2
B46 When changes are made in the VMD they are usually for the better	10	39	36	14	1	49%	+6 ◆	+18 ◆	+10 ◆
B47 The VMD keeps me informed about matters that affect me	16	52	21	9	2	69%	-1	+13 ◆	+4 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	10	34	37	16	1	44%	-4 ◆	+6 ◆	-4 ◆
B49 I think it is safe to challenge the way things are done in the VMD	10	44	30	11	5	54%	0	+11 ◆	+5 ◆



All questions by theme

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

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of the VMD	20	43	34			63%	+4 ◇	+4 ◇	-3 ◇
B51 I would recommend the VMD as a great place to work	19	45	31			64%	+7 ◇	+13 ◇	+3 ◇
B52 I feel a strong personal attachment to the VMD	13	44	30	13		57%	+14 ◇	+9 ◇	+1
B53 The VMD inspires me to do the best in my job	16	43	32	8		59%	+10 ◇	+13 ◇	+6 ◇
B54 The VMD motivates me to help it achieve its objectives	13	44	35	6		57%	+11 ◇	+14 ◇	+7 ◇

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that senior managers in the VMD will take action on the results from this survey	11	43	31	11		54%	-2	+7 ◇	-1
B56 I believe that managers where I work will take action on the results from this survey	14	48	24	14		61%	+6 ◇	+6 ◇	-3 ◇
B57 Where I work, I think effective action has been taken on the results of the last survey	8	28	47	13		36%	+2	+1	-6 ◇



All questions by theme

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

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	44	50	5			94%	0	+6 ◆	+4 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	26	52	20			78%	0	+9 ◆	+5 ◆
B60 When I talk about the VMD I say "we" rather than "they"	37	48	13			84%	+5 ◆	+13 ◆	+6 ◆
B61 I have some really good friendships at work	32	47	18			79%	+13 ◆	+2 ◆	-2

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior managers in the VMD actively role model the behaviours set out in the Civil Service Leadership Statement	13	39	37	8		51%	+7 ◆	+8 ◆	+2
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	22	39	31	5		61%	+4	0	-6 ◆

All questions by theme

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

Wellbeing



Unlike the questions B01-B63 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	10	18	55	17	72%	+3	+6 ◆	+3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	6	17	53	24	77%	+1	+6 ◆	+3 ◆
W03 Overall, how happy did you feel yesterday?	14	22	43	21	64%	-4	+1	-2

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	32	21	25	22	53%	-4	+3 ◆	0



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 VMD?

		Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave the VMD as soon as possible	4%	0	-4	-7
I want to leave the VMD within the next 12 months	9%	-4	-6	-10
I want to stay working for the VMD for at least the next year	40%	-7	+7 ◇	0
I want to stay working for the VMD for at least the next three years	47%	+11 ◇	+4 ◇	-4 ◇

The Civil Service Code

Differences are based on '% Yes' score

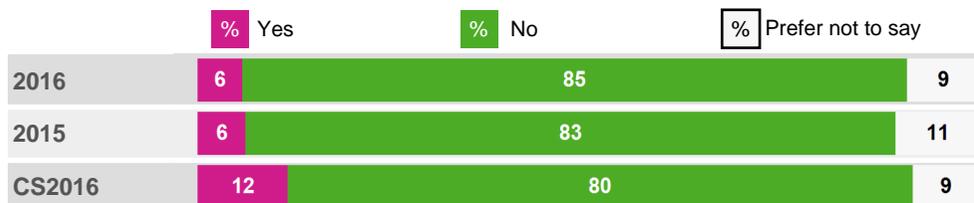
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	92	8	92%	+1	+1	-3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?	65	35	65%	+1	-2	-9 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the VMD it would be investigated properly?	75	25	75%	+5 ◇	+7 ◇	-1

All questions by theme

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Discrimination, harassment and bullying

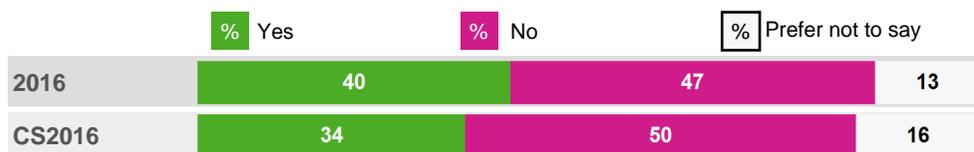
E01. During the past 12 months, have you personally experienced discrimination at work?



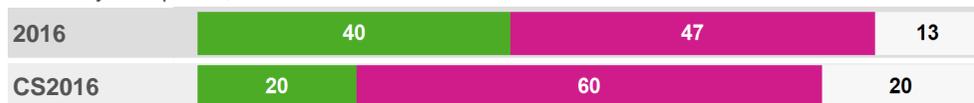
E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E03.
E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?



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

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

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)

A colleague	--
Your manager	--
Another manager in my part of the VMD	--
Someone you manage	--
Someone who works for another part of the VMD	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

Veterinary Medicines Directorate questions





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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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 fewer 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.