

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





Strength of association with engagement



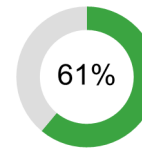
Statistically significant difference from comparison

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.

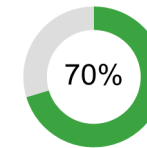
## Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		33%	-3 ✧	-10 ✧	-19 ✧
My work		74%	0	-1	-5 ✧
My manager		61%	-3 ✧	-7 ✧	-10 ✧
Resources and workload		63%	-5 ✧	-10 ✧	-14 ✧
Pay and benefits		33%	-1	+4 ✧	-3 ✧
Organisational objectives and purpose		79%	0	-4 ✧	-8 ✧
Learning and development		47%	+1	-2 ✧	-8 ✧
Inclusion and fair treatment		68%	-2	-7 ✧	-11 ✧
My team		75%	0	-4 ✧	-8 ✧

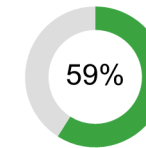
## Wellbeing



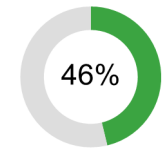
Overall, how satisfied are you with your life nowadays?



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

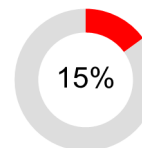


Overall, how happy did you feel yesterday?

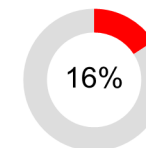


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

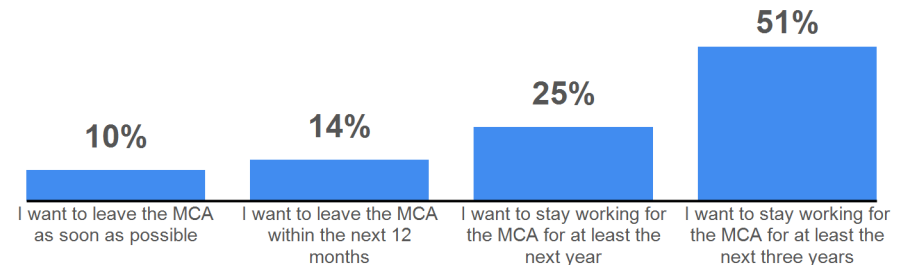


During the past 12 months have you personally experienced discrimination at work?



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

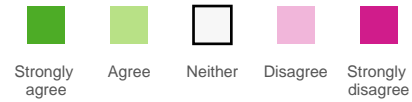
### My work

74% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	51	41	5	1	1	92%	-1	+3 ◇	+1
B02 I am sufficiently challenged by my work	39	43	11	5	2	82%	+2	+3 ◇	0
B03 My work gives me a sense of personal accomplishment	35	46	10	6	3	81%	+2	+6 ◇	+3 ◇
B04 I feel involved in the decisions that affect my work	13	35	23	21	8	48%	-3 ◇	-8 ◇	-16 ◇
B05 I have a choice in deciding how I do my work	20	44	20	11	5	64%	-2	-10 ◇	-15 ◇

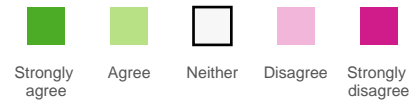
### Organisational objectives and purpose

79% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of the MCA's purpose	30	52	10	5	1	82%	+1	-3 ◇	-7 ◇
B07 I have a clear understanding of the MCA's objectives	25	49	16	6	3	75%	-1	-5 ◇	-10 ◇
B08 I understand how my work contributes to the MCA's objectives	28	51	13	6	2	79%	0	-4 ◇	-8 ◇

## All questions by theme

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

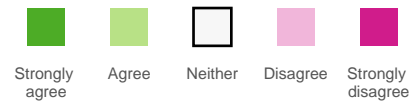
### My manager

**61%** -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	20	42	20	12	6	62%	0	-5 ◆	-10 ◆
B10	My manager is considerate of my life outside work	36	42	14	5	5	78%	0	-4 ◆	-7 ◆
B11	My manager is open to my ideas	28	47	15	7	7	75%	-1	-6 ◆	-9 ◆
B12	My manager helps me to understand how I contribute to the MCA's objectives	17	41	27	10	5	58%	-3 ◆	-6 ◆	-10 ◆
B13	Overall, I have confidence in the decisions made by my manager	24	42	20	8	6	66%	-4 ◆	-6 ◆	-11 ◆
B14	My manager recognises when I have done my job well	26	46	15	8	5	72%	-1	-7 ◆	-9 ◆
B15	I receive regular feedback on my performance	17	36	24	15	8	53%	-8 ◆	-13 ◆	-17 ◆
B16	The feedback I receive helps me to improve my performance	17	35	28	12	7	52%	-5 ◆	-9 ◆	-13 ◆
B17	I think that my performance is evaluated fairly	16	37	23	12	12	53%	-5 ◆	-9 ◆	-15 ◆
B18	Poor performance is dealt with effectively in my team	9	30	34	14	12	39%	-2	0	-4 ◆

### My team

**75%** 0

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	33	47	13	5	5	81%	-2	-4 ◆	-6 ◆
B20	The people in my team work together to find ways to improve the service we provide	30	49	13	6	6	79%	+1	-1	-5 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	22	44	19	9	6	66%	+1	-8 ◆	-12 ◆

## All questions by theme

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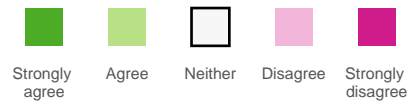
### Learning and development

**47%** +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	9	45	24	15	7	54%	-3 ◆	-9 ◆	-13 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	36	34	13	9	44%	-1	-8 ◆	-14 ◆
B24	There are opportunities for me to develop my career in the MCA	9	36	23	17	14	45%	+5 ◆	+4 ◆	-4 ◆
B25	Learning and development activities I have completed while working for the MCA are helping me to develop my career	9	37	30	14	10	46%	+3 ◆	+2 ◆	-4 ◆

### Inclusion and fair treatment

**68%** -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	22	51	15	8	4	73%	-2	-5 ◆	-9 ◆
B27	I am treated with respect by the people I work with	27	53	12	6	2	80%	-2	-5 ◆	-7 ◆
B28	I feel valued for the work I do	16	41	21	15	8	56%	0	-7 ◆	-13 ◆
B29	I think that the MCA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	44	24	8	6	62%	-3 ◆	-11 ◆	-16 ◆

## All questions by theme

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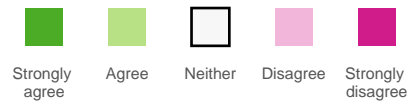
### Resources and workload

**63%** -5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	20	57	12	7	7	77%	-4 ◆	-6 ◆	-9 ◆
B31 I get the information I need to do my job well	11	49	20	14	7	59%	-5 ◆	-10 ◆	-14 ◆
B32 I have clear work objectives	17	50	18	10	5	67%	-6 ◆	-8 ◆	-12 ◆
B33 I have the skills I need to do my job effectively	24	57	13	5	5	81%	-6 ◆	-7 ◆	-10 ◆
B34 I have the tools I need to do my job effectively	10	38	22	21	9	49%	-5 ◆	-20 ◆	-26 ◆
B35 I have an acceptable workload	8	44	22	17	10	51%	-5 ◆	-8 ◆	-13 ◆
B36 I achieve a good balance between my work life and my private life	15	41	20	15	9	56%	-6 ◆	-11 ◆	-16 ◆

### Pay and benefits

**33%** -1

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	32	22	22	20	20	36%	0	+5 ◆	-1
B38 I am satisfied with the total benefits package	30	26	22	18	18	34%	-4 ◆	+1	-5 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	26	22	22	25	25	30%	0	+4 ◆	-2 ◆

## All questions by theme

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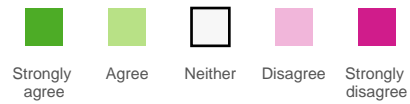
### Leadership and managing change

**33%** -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40	I feel that the MCA as a whole is managed well	29	26	24	17	33%	-3	◆	-12	◆
B41	Senior Managers in the MCA are sufficiently visible	6	35	22	22	15	41%	-1	-12	◆
B42	I believe the actions of Senior Managers are consistent with the MCA's values	31	33	16	15	35%	-2	-10	◆	
B43	I believe that the Executive Board has a clear vision for the future of the MCA	5	30	35	14	16	35%	-4	-7	◆
B44	Overall, I have confidence in the decisions made by the MCA's Senior Managers	27	33	17	19	31%	-4	-11	◆	
B45	I feel that change is managed well in the MCA	18	26	31	23	20%	-2	-10	◆	
B46	When changes are made in the MCA they are usually for the better	25	33	24	16	28%	-4	+1	-7	◆
B47	The MCA keeps me informed about matters that affect me	5	40	27	18	11	44%	-4	-11	◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	24	30	26	16	27%	-4	-9	◆	
B49	I think it is safe to challenge the way things are done in the MCA	5	29	31	18	18	34%	-4	-8	◆

## 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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of the MCA	23	43	22	7	7	66%	0	+9 ◆	0
B51 I would recommend the MCA as a great place to work	12	33	30	16	9	45%	0	-2 ◆	-14 ◆
B52 I feel a strong personal attachment to the MCA	19	37	25	12	7	56%	+1	+9 ◆	+2 ◆
B53 The MCA inspires me to do the best in my job	11	30	32	17	9	42%	-2	-2 ◆	-9 ◆
B54 The MCA motivates me to help it achieve its objectives	10	28	34	17	11	38%	-4 ◆	-4 ◆	-11 ◆

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that Senior Managers in the MCA will take action on the results from this survey	30	29	20	17	17	34%	-3 ◆	-9 ◆	-21 ◆
B56 I believe that managers where I work will take action on the results from this survey	11	31	29	15	14	42%	-2	-13 ◆	-20 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	8	16	44	15	17	24%	-6 ◆	-10 ◆	-18 ◆



## All questions by theme

◆ indicates statistically significant difference from comparison  
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### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	25	59	9	5		84%	-2 ◆	-4 ◆	-6 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	14	45	24	13		59%	-2	-9 ◆	-13 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	12	43	27	10	8	54%	-2	-11 ◆	-15 ◆
B61 When I talk about the MCA I say "we" rather than "they"	20	45	20	9	6	64%	+1	-5 ◆	-14 ◆
B62 I have some really good friendships at work	26	47	20	5		74%	-2	-2 ◆	-6 ◆

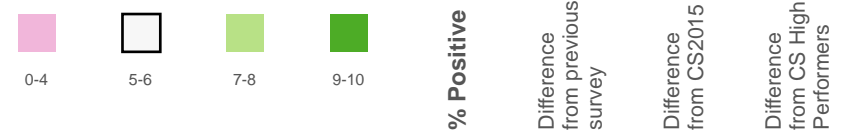
### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	18	43	24	10	5	61%	--	-6 ◆	-10 ◆
B64 Senior Managers inspire people across the MCA to do their best	5	24	37	20	15	29%	--	-9 ◆	-18 ◆
B65 My manager leads our team with confidence	22	41	22	9	6	63%	--	-8 ◆	-13 ◆
B66 Senior Managers lead the MCA with confidence	7	31	32	18	13	38%	--	-9 ◆	-19 ◆
B67 My manager empowers me to do my job effectively	19	46	21	8	6	65%	--	-7 ◆	-10 ◆
B68 The MCA's Senior Managers empower teams to deliver	5	26	37	18	14	31%	--	-9 ◆	-17 ◆
B69 Senior Managers in the MCA actively role model the behaviours set out in the Civil Service Leadership Statement	5	23	42	15	14	29%	--	-7 ◆	-15 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	15	37	33	8	8	51%	--	-6 ◆	-10 ◆

## 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-B70 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 CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	16	23	45	17	61%	+2	-4 ◆	-7 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	19	45	25	70%	+1	-1	-4 ◆
W03 Overall, how happy did you feel yesterday?	18	23	37	22	59%	+2	-3 ◆	-6 ◆

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



W04 Overall, how anxious did you feel yesterday?	22	24	22	32	46%	-1	-4 ◆	-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 CS2015	Difference from CS High Performers
I want to leave the MCA as soon as possible		10%	0	+2 ◇	-1 ◇
I want to leave the MCA within the next 12 months		14%	0	-2 ◇	-6 ◇
I want to stay working for the MCA for at least the next year		25%	-1	-7 ◇	-13 ◇
I want to stay working for the MCA for at least the next three years		51%	0	+9 ◇	0

### The Civil Service Code

Differences are based on '% Yes' score

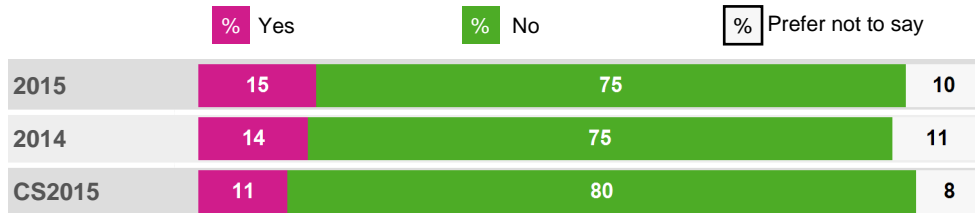
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		10	90%	0	-1	-4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		29	71%	-2	+4 ◇	-2 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the MCA it would be investigated properly?		41	59%	0	-8 ◇	-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?



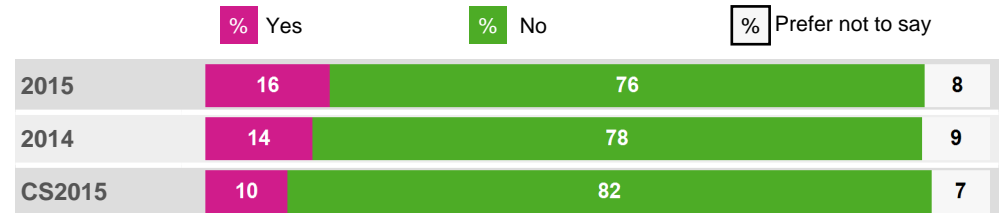
For respondents who selected 'Yes' to question E01.

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

	Response Count
Age	14
Caring responsibilities	13
Disability	12
Ethnic background	--
Gender	33
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	52
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	15
Working location	24
Working pattern	26
Any other grounds	27
Prefer not to say	--

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	34
Your manager	30
Another manager in my part of the MCA	43
Someone you manage	--
Someone who works for another part of the MCA	20
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

### Maritime and Coastguard Agency 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	13	42	20	16	8	55%	-1
F02	I would feel able to report any bullying or harassment without worrying that it would have a negative impact on me	13	41	20	17	8	54%	-2
F03	I demonstrate the values and behaviours the MCA expects of me	34	59	6			93%	+1
F04	At work I have the opportunity to do what I do best every day	14	47	23	11		62%	0
F05	My manager, or someone at work, seems to care about me as a person	28	48	16	5		76%	-1
F06	In the last six months someone at work has talked to me about my progress	25	43	13	12	8	68%	-3 ◆

## 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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.