



ASSURING THE SAFETY, QUALITY & EFFICACY OF VETERINARY MEDICINES

Returns : 130

Response rate : 78%

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.



Returns : 130

Response rate : 78%

Civil Service People Survey 2014

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 ¹	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		58%	+1	+14 ✧	+8 ✧
My work		81%	-4	+5 ✧	+2
My manager		72%	-3	+5 ✧	+1
Pay and benefits		35%	-2	+7 ✧	0
Resources and workload		86%	-2	+12 ✧	+9 ✧
Learning and development		57%	+2	+8 ✧	+2
Organisational objectives and purpose		93%	-4 ✧	+9 ✧	+5 ✧
My team		86%	-2	+7 ✧	+4 ✧
Inclusion and fair treatment		81%	-1	+5 ✧	+2

¹The table above shows the strength of association between engagement and the themes for Civil Service

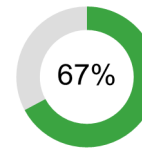


Strength of association with engagement

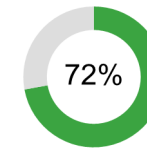


Statistically significant difference from comparison

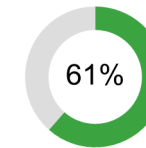
Wellbeing



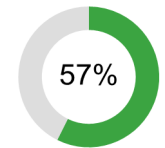
Overall, how satisfied are you with your life nowadays?



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

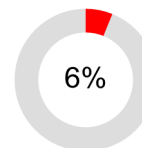


Overall, how happy did you feel yesterday?

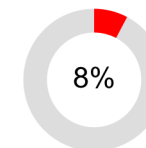


No or low anxiety yesterday

Discrimination, bullying and harassment

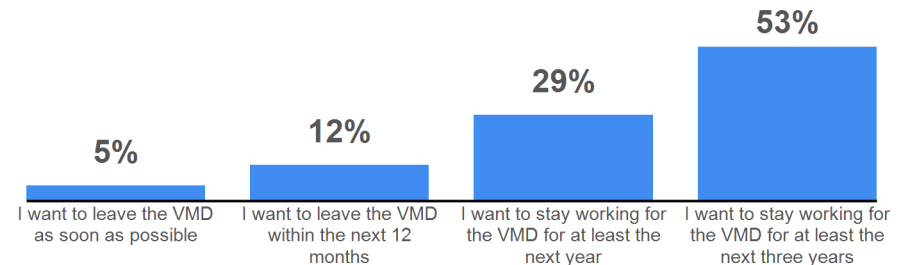


During the past 12 months have you personally experienced discrimination at work?



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

81% -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
B01 I am interested in my work	30	59	7	1	1	89%	-3	0	-3 ◇
B02 I am sufficiently challenged by my work	35	45	10	6	2	81%	-4	+2	-1
B03 My work gives me a sense of personal accomplishment	24	55	11	8	2	79%	-4	+4 ◇	+1
B04 I feel involved in the decisions that affect my work	15	56	17	11	1	71%	-4	+14 ◇	+9 ◇
B05 I have a choice in deciding how I do my work	30	53	10	5	2	83%	-3	+9 ◇	+3 ◇

Organisational objectives and purpose

93% -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
B06 I have a clear understanding of the VMD's purpose	41	52	6	1	0	92%	-5	+7 ◇	+2
B07 I have a clear understanding of the VMD's objectives	33	57	8	2	0	90%	-6 ◇	+9 ◇	+4 ◇
B08 I understand how my work contributes to the VMD's objectives	45	51	4	0	0	95%	-1	+12 ◇	+7 ◇

All questions by theme

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

My manager

72% -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
B09	My manager motivates me to be more effective in my job	20	49	18	11		69%	-8 ◇	+1	-2
B10	My manager is considerate of my life outside work	49	41	6			90%	0	+9 ◇	+4 ◇
B11	My manager is open to my ideas	35	53	10			88%	-3	+8 ◇	+3 ◇
B12	My manager helps me to understand how I contribute to the VMD's objectives	16	55	23	5		71%	-2	+6 ◇	+2
B13	Overall, I have confidence in the decisions made by my manager	25	50	18	5		75%	-6 ◇	+2	-2
B14	My manager recognises when I have done my job well	32	47	12	7		79%	-3	+2	-2
B15	I receive regular feedback on my performance	22	45	17	13		67%	-7 ◇	+2	-2
B16	The feedback I receive helps me to improve my performance	15	50	24	8		65%	0	+4 ◇	0
B17	I think that my performance is evaluated fairly	19	50	15	12		69%	+3	+6 ◇	+2
B18	Poor performance is dealt with effectively in my team	15	35	32	13	5	50%	-1	+11 ◇	+7 ◇

My team

86% -2

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 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	42	46	8			88%	-2	+4 ◇	+1
B20	The people in my team work together to find ways to improve the service we provide	42	45	9			88%	-3	+7 ◇	+5 ◇
B21	The people in my team are encouraged to come up with new and better ways of doing things	36	48	14			84%	-2	+10 ◇	+6 ◇

All questions by theme

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

Learning and development

57% +2

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	26	55	16			82%	0	+19 ◇	+15 ◇
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	48	33			62%	0	+11 ◇	+5 ◇
B24	There are opportunities for me to develop my career in the VMD	7	33	29	17	15	40%	+7 ◇	-2	-9 ◇
B25	Learning and development activities I have completed while working for the VMD are helping me to develop my career	12	34	38	12		46%	-1	+3	-3

Inclusion and fair treatment

81% -1

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 CS2014	Difference from CS High Performers
B26	I am treated fairly at work	34	48	12	6		82%	-1	+3	0
B27	I am treated with respect by the people I work with	35	51	9	5		86%	-6 ◇	+2	-1
B28	I feel valued for the work I do	18	52	18	10		70%	-3	+6 ◇	+1
B29	I think that the VMD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	28	57	12			85%	+6 ◇	+11 ◇	+7 ◇

All questions by theme

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

Resources and workload

86% -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
B30 In my job, I am clear what is expected of me	30	66				96%	+1	+12 ◆	+9 ◆
B31 I get the information I need to do my job well	20	65	13			84%	-6 ◆	+14 ◆	+11 ◆
B32 I have clear work objectives	27	65	6			92%	-2	+16 ◆	+12 ◆
B33 I have the skills I need to do my job effectively	30	68				98%	+3	+9 ◆	+6 ◆
B34 I have the tools I need to do my job effectively	25	62	7	5		87%	-3	+15 ◆	+11 ◆
B35 I have an acceptable workload	8	62	15	14		70%	-2	+11 ◆	+4 ◆
B36 I achieve a good balance between my work life and my private life	28	50	12	8		78%	-3	+11 ◆	+4 ◆

Pay and benefits

35% -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 CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	29	14		42	11	33%	-3	+4 ◆	-3
B38 I am satisfied with the total benefits package	38	20		29	8	42%	-5	+10 ◆	+2
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	27	25		33	13	29%	+1	+5 ◆	-2



All questions by theme

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

Leadership and Managing Change

58% +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
B40 I feel that the VMD as a whole is managed well	14	54	21	11		68%	-3	+22 ◆	+12 ◆
B41 Senior managers in the VMD are sufficiently visible	11	48	17	15	8	59%	-1	+6 ◆	-4
B42 I believe the actions of senior managers are consistent with the VMD's values	12	50	32	5		62%	+1	+15 ◆	+7 ◆
B43 I believe that the Directors have a clear vision for the future of the VMD	15	41	32	11		55%	+16 ◆	+11 ◆	+3
B44 Overall, I have confidence in the decisions made by the VMD's senior managers	14	45	31	9		58%	+3	+15 ◆	+7 ◆
B45 I feel that change is managed well in the VMD	7	50	36	5		57%	+10 ◆	+25 ◆	+18 ◆
B46 When changes are made in the VMD they are usually for the better	10	36	46	8		46%	+8 ◆	+16 ◆	+9 ◆
B47 The VMD keeps me informed about matters that affect me	11	58	22	6		69%	-11 ◆	+11 ◆	+5 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	10	39	30	19		49%	-10 ◆	+13 ◆	+6 ◆
B49 I think it is safe to challenge the way things are done in the VMD	11	43	36	9		53%	-5	+12 ◆	+6 ◆



All questions by theme

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^ 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 CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of the VMD	18	54	27			72%	+4	+13 ◆	+6 ◆
B51 I would recommend the VMD as a great place to work	18	48	30			65%	+3	+17 ◆	+5 ◆
B52 I feel a strong personal attachment to the VMD	13	41	35	11		54%	+4	+6 ◆	0
B53 The VMD inspires me to do the best in my job	7	42	39	11		49%	-10 ◆	+4 ◆	-2
B54 The VMD motivates me to help it achieve its objectives	6	41	44	8		47%	-9 ◆	+4 ◆	-3

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 VMD will take action on the results from this survey	13	41	29	13		54%	+2	+9 ◆	0
B56 I believe that managers where I work will take action on the results from this survey	13	46	28	8		59%	-1	+4	-2
B57 Where I work, I think effective action has been taken on the results of the last survey	8	32	45	12		40%	-4	+5 ◆	-1



All questions by theme

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

Organisational Culture

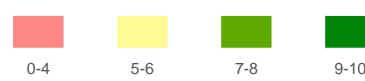
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	39	54	5			93%	-1	+4 ◆	+2 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	23	58	12	6		82%	-2	+13 ◆	+9 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	16	56	21	5		73%	0	+7 ◆	+2
B61 When I talk about the VMD I say "we" rather than "they"	19	58	14	9		77%	0	+8 ◆	-2
B62 I have some really good friendships at work	27	47	19	6		74%	+3	-2	-6 ◆



All questions by theme

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

Wellbeing



% Positive
Difference from previous survey
Difference from CS2014
Difference from CS High Performers

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?	11	21	57	11	67%	+2	+3	+1
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	21	56	16	72%	-4	+3	0
W03 Overall, how happy did you feel yesterday?	17	21	47	15	61%	-5	+1	-2
W04 Overall, how anxious did you feel yesterday?	23	34	19	24	57%	+4	+7 ◆	+5 ◆





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 CS2014	Difference from CS High Performers
I want to leave the VMD as soon as possible		5%	+2	-2	-4
I want to leave the VMD within the next 12 months		12%	+5	-1	-5
I want to stay working for the VMD for at least the next year		29%	-10 ◇	-2	-8 ◇
I want to stay working for the VMD for at least the next three years		53%	+3	+6 ◇	-1

The Civil Service Code

Differences are based on '% Yes' score

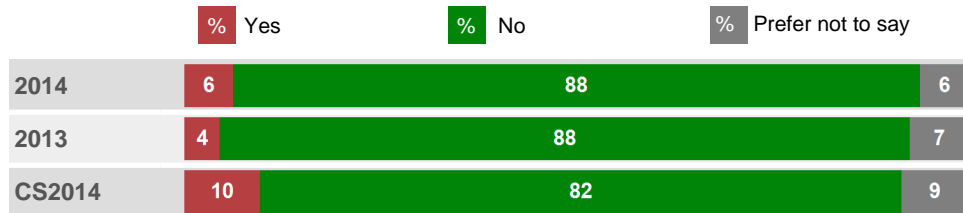
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		5	95%	+4 ◇	+6 ◇	+2
D02. Are you aware of how to raise a concern under the Civil Service Code?		31	69%	+4	+5 ◇	-2
D03. Are you confident that if you raised a concern under the Civil Service Code in the VMD it would be investigated properly?		23	77%	-2	+8 ◇	+3

All questions by theme

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

Discrimination, harassment and bullying

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



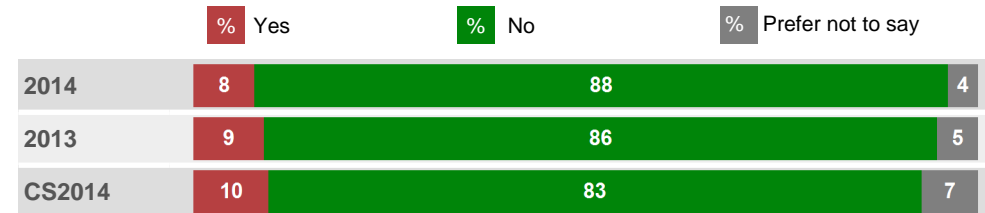
For respondents who selected 'Yes' to question E01.

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

Ground	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	--

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)

Who	Response Count
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 '--'

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.