

## Your engagement index

**55%**

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
-1	-1	-7 ✧

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 CS2011
B50. I am proud when I tell others I am part of the MCA	63%	+1	+11 ✧
B51. I would recommend the MCA as a great place to work	37%	-2	-6 ✧

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

B52. I feel a strong personal attachment to the MCA	50%	+1	+4 ✧
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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	37%	+4 ✧	-1
B54. The MCA motivates me to help it achieve its objectives	30%	+2	-5 ✧

✧ = 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 CS2011	Difference from CS High Performers
Leadership and managing change		29%	+8 ✧	-9 ✧	-18 ✧
My work		71%	-1	0	-5 ✧
My line manager		65%	+1	0	-3 ✧
Pay and benefits		20%	+2	-11 ✧	-19 ✧
Learning and development		42%	-2	-1	-9 ✧
Organisational objectives and purpose		73%	+2	-8 ✧	-13 ✧
Resources and workload		69%	-1	-4 ✧	-7 ✧
Inclusion and fair treatment		68%	0	-5 ✧	-9 ✧
My team		77%	-1	0	-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 CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2011
<b>Leadership and managing change</b>		Strength of association with engagement: 	
B49. I think it is safe to challenge the way things are done in the MCA	36%	+5 ◇	-2 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	32%	+14 ◇	-4 ◇
B46. When changes are made in the MCA they are usually for the better	17%	+5 ◇	-6 ◇
B43. I believe that the Executive Board has a clear vision for the future of the MCA	31%	+14 ◇	-8 ◇
B40. I feel that the MCA as a whole is managed well	30%	+8 ◇	-10 ◇
B45. I feel that change is managed well in the MCA	16%	+4 ◇	-11 ◇
B41. Senior Management in the MCA are sufficiently visible <sup>^</sup>	34%	+13 ◇	-11 ◇
B47. The MCA keeps me informed about matters that affect me	43%	+10 ◇	-12 ◇
B42. I believe the actions of the Senior Management Team are consistent with the MCA's values	26%	+5 ◇	-13 ◇
B44. Overall, I have confidence in the decisions made by the MCA's Senior Management Team	22%	+5 ◇	-14 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
<b>My work</b>		Strength of association with engagement: 	
B03. My work gives me a sense of personal accomplishment	81%	0	+8 ◇
B01. I am interested in my work	93%	0	+5 ◇
B02. I am sufficiently challenged by my work	76%	0	+2 ◇
B04. I feel involved in the decisions that affect my work	43%	-3	-6 ◇
B05. I have a choice in deciding how I do my work	61%	-2	-10 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
<b>My line manager</b>		Strength of association with engagement: 	
B18. Poor performance is dealt with effectively in my team	42%	0	+5 ◇
B17. I think that my performance is evaluated fairly	67%	+6 ◇	+5 ◇
B16. The feedback I receive helps me to improve my performance	60%	+1	+2 ◇
B14. My manager recognises when I have done my job well	78%	+2	+2 ◇
B10. My manager is considerate of my life outside work	79%	+2	0
B15. I receive regular feedback on my performance	60%	-1	0
B09. My manager motivates me to be more effective in my job	63%	-1	0
B13. Overall, I have confidence in the decisions made by my manager	68%	+1	-3 ◇
B11. My manager is open to my ideas	76%	-2	-3 ◇
B12. My manager helps me to understand how I contribute to the MCA's objectives	55%	+3	-3 ◇

# 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

% Strongly agree   
 % Agree   
 % Neither   
 % Disagree   
 % Strongly disagree   
 % Positive   
 Difference from previous survey   
 Difference from CS2011   
 Difference from CS High Performers

My work									
:Strength of association with engagement									
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B01. I am interested in my work	53	40	5			93%	0	+5 ◇	+2 ◇
B02. I am sufficiently challenged by my work	31	45	12	9		76%	0	+2 ◇	-2 ◇
B03. My work gives me a sense of personal accomplishment	34	47	12	5		81%	0	+8 ◇	+3 ◇
B04. I feel involved in the decisions that affect my work	12	32	23	19	15	43%	-3	-6 ◇	-16 ◇
B05. I have a choice in deciding how I do my work	18	43	19	13	7	61%	-2	-10 ◇	-16 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the MCA's purpose	25	51	12	6	5	77%	+1	-7 ◇	-13 ◇
B07. I have a clear understanding of the MCA's objectives	19	50	17	8	6	69%	+4 ◇	-9 ◇	-15 ◇
B08. I understand how my work contributes to the MCA's objectives	25	49	16	7	4	73%	+2	-8 ◇	-13 ◇

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## My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	19	43	22	10	5	63%	-1	0	-4 ◇
B10. My manager is considerate of my life outside work	36	43	13	4	4	79%	+2	0	-3 ◇
B11. My manager is open to my ideas	30	45	15	6	6	76%	-2	-3 ◇	-6 ◇
B12. My manager helps me to understand how I contribute to the MCA's objectives	16	39	30	9	5	55%	+3	-3 ◇	-9 ◇
B13. Overall, I have confidence in the decisions made by my manager	25	43	18	9	5	68%	+1	-3 ◇	-7 ◇
B14. My manager recognises when I have done my job well	29	48	13	7	7	78%	+2	+2 ◇	-1 ◇
B15. I receive regular feedback on my performance	17	43	24	12	4	60%	-1	0	-5 ◇
B16. The feedback I receive helps me to improve my performance	16	44	27	10	4	60%	+1	+2 ◇	-1
B17. I think that my performance is evaluated fairly	18	49	20	8	5	67%	+6 ◇	+5 ◇	0
B18. Poor performance is dealt with effectively in my team	10	32	32	16	10	42%	0	+5 ◇	+2 ◇

## 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	37	49	9	4	4	85%	0	+3 ◇	0
B20. The people in my team work together to find ways to improve the service we provide	31	50	13	5	5	80%	-3	+2 ◇	-2 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	25	42	20	10	10	67%	-1	-2 ◇	-7 ◇

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	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	7	43	31	14	6	50%	+4 ⚡	-5 ⚡	-14 ⚡
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	35	37	10	5	47%	-9 ⚡	+3 ⚡	-5 ⚡
B24. There are opportunities for me to develop my career in the MCA	4	22	28	26	20	26%	-4 ⚡	-5 ⚡	-13 ⚡
B25. Learning and development activities I have completed while working for the MCA are helping me to develop my career	9	35	31	16	8	44%	0	+5 ⚡	-1
<b>Inclusion and fair treatment</b>									
 :Strength of association with engagement									
B26. I am treated fairly at work	23	54	14	6		77%	-1	-1	-3 ⚡
B27. I am treated with respect by the people I work with	25	57	12	4		82%	-2	-1 ⚡	-4 ⚡
B28. I feel valued for the work I do	15	39	21	14	10	54%	0	-5 ⚡	-12 ⚡
B29. I think that the MCA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	15	44	28	7	5	59%	+1	-11 ⚡	-17 ⚡

# All questions by theme


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% Strongly agree   
 % Agree   
 % Neither   
 % Disagree   
 % Strongly disagree   
 % Positive   
 Difference from previous survey   
 Difference from CS2011   
 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 CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	22	63	11	4		84%	-1	+2 ✧	-2 ✧
B31. I get the information I need to do my job well	11	53	24	10		64%	-1	-4 ✧	-7 ✧
B32. I have clear work objectives	16	58	17	7		75%	-1	+1	-3 ✧
B33. I have the skills I need to do my job effectively	23	65	9			89%	+1	+1	-2 ✧
B34. I have the tools I need to do my job effectively	10	41	21	20	9	51%	-3	-19 ✧	-25 ✧
B35. I have an acceptable workload	7	49	22	14	8	55%	-4	-5 ✧	-10 ✧
B36. I achieve a good balance between my work life and my private life	17	48	19	10	6	65%	0	-2 ✧	-8 ✧

## Pay and benefits

 :Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	20	15	26	36		22%	+4 ✧	-10 ✧	-17 ✧
B38. I am satisfied with the total benefits package	22	22	25	29		24%	+1	-10 ✧	-16 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	13	16	25	45		15%	+1	-13 ✧	-21 ✧

# All questions by theme

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 % Positive   
 Difference from previous survey   
 Difference from CS2011   
 Difference from CS High Performers

## Leadership and managing change

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that the MCA as a whole is managed well	4	26	27	22	20	30%	+8 ◇	-10 ◇	-24 ◇
B41. Senior Management in the MCA are sufficiently visible^	6	28	26	23	18	34%	+13 ◇	-11 ◇	-25 ◇
B42. I believe the actions of the Senior Management Team are consistent with the MCA's values	5	22	39	16	19	26%	+5 ◇	-13 ◇	-24 ◇
B43. I believe that the Executive Board has a clear vision for the future of the MCA	7	24	34	18	17	31%	+14 ◇	-8 ◇	-20 ◇
B44. Overall, I have confidence in the decisions made by the MCA's Senior Management Team	5	18	30	21	26	22%	+5 ◇	-14 ◇	-25 ◇
B45. I feel that change is managed well in the MCA	15	28	30	25	25	16%	+4 ◇	-11 ◇	-20 ◇
B46. When changes are made in the MCA they are usually for the better	16	36	26	21	21	17%	+5 ◇	-6 ◇	-14 ◇
B47. The MCA keeps me informed about matters that affect me	5	39	26	17	14	43%	+10 ◇	-12 ◇	-19 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	27	30	20	18	32%	+14 ◇	-4 ◇	-12 ◇
B49. I think it is safe to challenge the way things are done in the MCA	6	30	32	16	16	36%	+5 ◇	-2 ◇	-10 ◇

# 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

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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 CS2011	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of the MCA	21	42	24	8	5	63%	+1	+11 ◇	-2 ◇
B51. I would recommend the MCA as a great place to work	9	28	34	18	11	37%	-2	-6 ◇	-18 ◇
B52. I feel a strong personal attachment to the MCA	16	33	27	13	10	50%	+1	+4 ◇	-4 ◇
B53. The MCA inspires me to do the best in my job	10	27	34	17	11	37%	+4 ◇	-1	-12 ◇
B54. The MCA motivates me to help it achieve its objectives	9	21	37	21	13	30%	+2	-5 ◇	-15 ◇
<b>Taking action</b>									
B55. I believe that the Senior Management Team in the MCA will take action on the results from this survey	6	28	26	21	19	34%	+8 ◇	-5 ◇	-17 ◇
B56. I believe that managers where I work will take action on the results from this survey	8	31	31	17	13	39%	+2	-9 ◇	-17 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	5	18	41	20	17	23%	-	-7 ◇	-14 ◇



# 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 CS2011	Difference from CS High Performers
I want to leave the MCA as soon as possible		9%	0	+2 ^	-1
I want to leave the MCA within the next 12 months		9%	-1	-2 ^	-6 ^
I want to stay working for the MCA for at least the next year		24%	+2	-3 ^	-11 ^
I want to stay working for the MCA for at least the next three years		58%	0	+4 ^	-2 ^

## The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		13	87%	+9 ^	+1 ^	-4 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	+9 ^	+7 ^	0
D03. Are you confident that if you raised a concern under the Civil Service Code in the MCA it would be investigated properly?		43	57%	+5	-7 ^	-14 ^

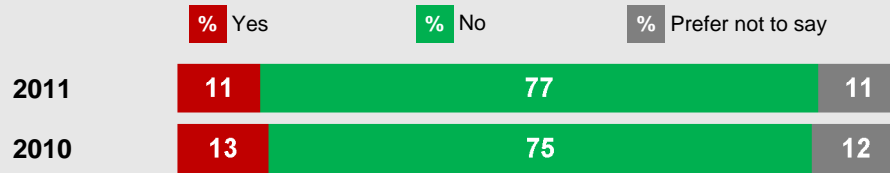
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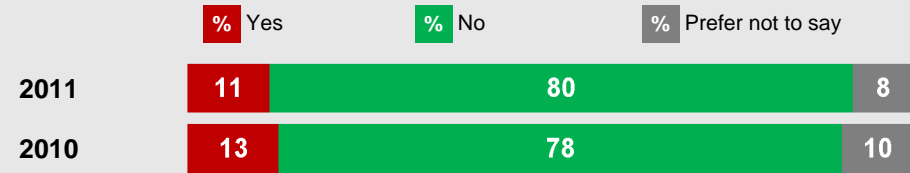
# All questions by theme

## Discrimination, harassment and bullying

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

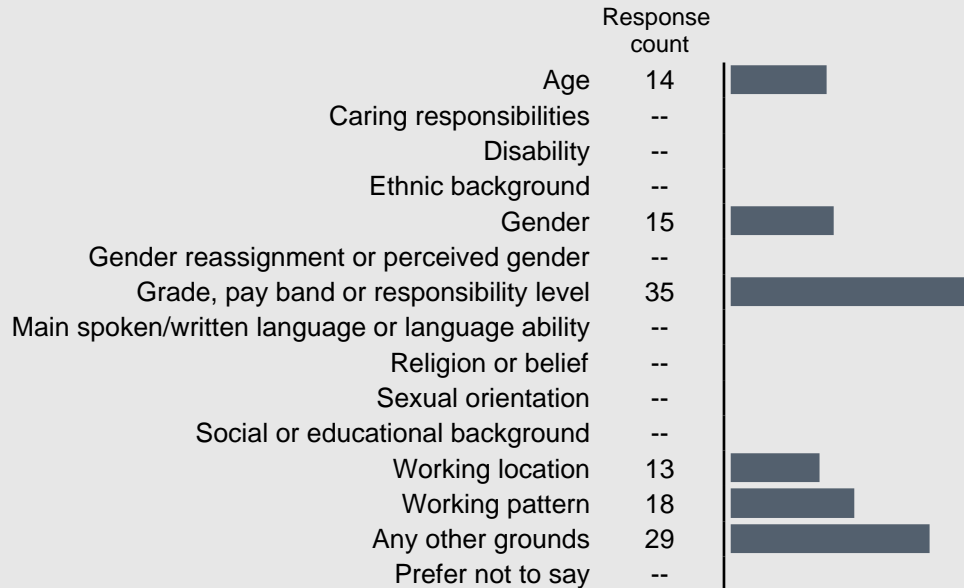


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

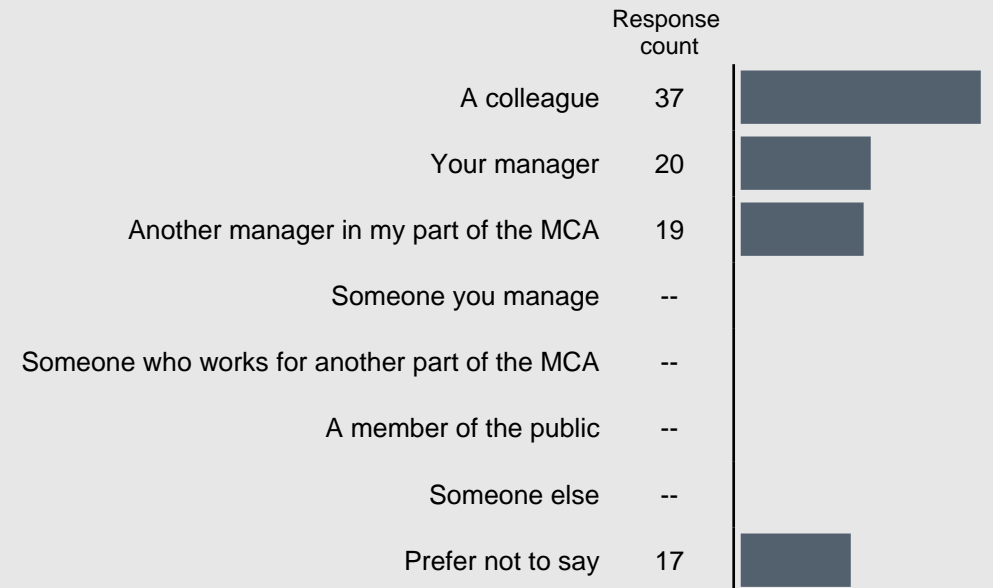
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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 2010 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>CS2011</b>	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✧

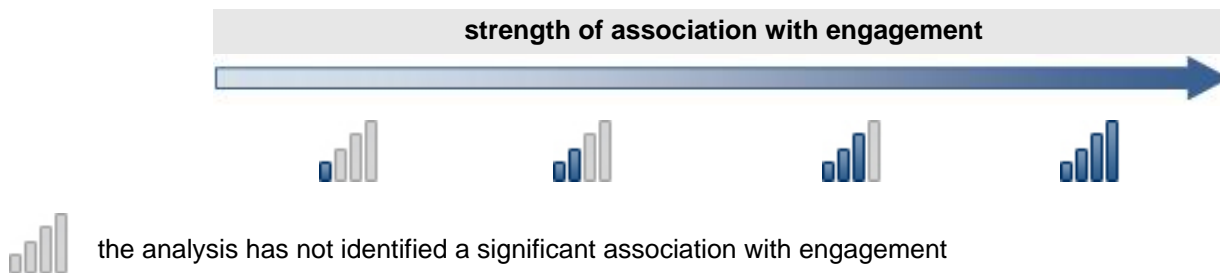
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2011 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.