

2009 Main data report for:

# MCA

Returns: 906

Response rate: 73%

## Your Engagement Index

**Employee Engagement Index:**

**55%**

**Difference from Civil Service 2009\***

**-3**

**Difference from High Performance benchmark\*:**

**-8**

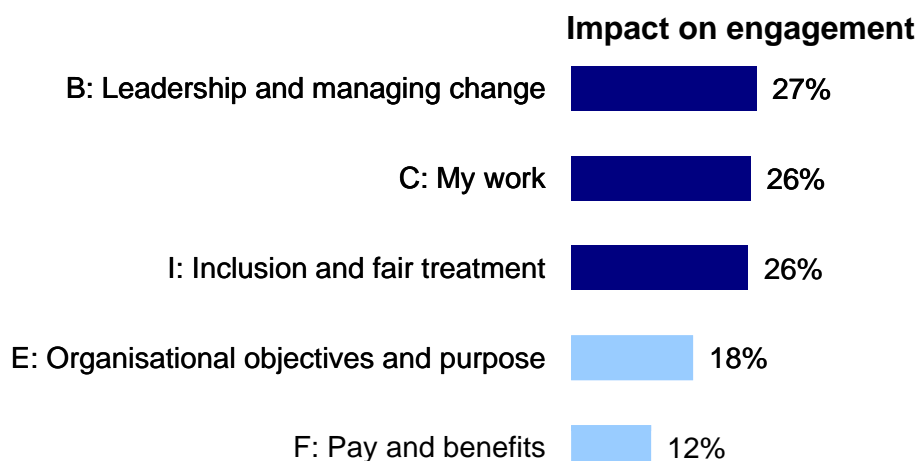
\* See Appendix 2 for definition/description

The three elements of engagement and their component questions are:

|  | % Positive                          |
|--|-------------------------------------|
| <p><b>Say: speaks positively of the organisation...</b></p> <p>J50. I am proud when I tell others I am part of the MCA</p> <p>J51. I would recommend the MCA as a great place to work</p>          | <p><b>63%</b></p> <p><b>40%</b></p> |
| <p><b>Stay: emotionally attached and committed to the organisation...</b></p> <p>J52. I feel a strong personal attachment to the MCA</p>   | <p><b>48%</b></p>                   |
| <p><b>Strive: motivated to do the best for the organisation...</b></p> <p>J53. The MCA inspires me to do the best in my job</p> <p>J54. The MCA motivates me to help it achieve its objectives</p> | <p><b>37%</b></p> <p><b>28%</b></p> |

## Key Drivers of Engagement

The chart below shows the themes which drive engagement in the MCA in order of importance. The top three drivers are the most important and should be the focus for action. Please see Appendix 2 for more details.



## Using this report

This report details the survey results for the MCA and is designed to help you clearly identify your strengths and opportunities for improvement. This survey is part of the 2009 Civil Service People Survey, a coordinated approach across the Civil Service to measure employee engagement and its drivers.

**Note your engagement index and how it compares to benchmarks**

See page 1

**Focus on the key drivers of engagement**

See page 1

**See how your key driver results compare to others**

See below and page 3

**Consider the results of all questions**

See pages 4-12

**Discuss results and take action**

## Theme results

The table below presents the summary results for the engagement driver themes. The key drivers are highlighted and shown in order of their impact on engagement, the other engagement driver themes are shown in questionnaire order.

|  |                         | Theme score<br>(% positive) | Difference from<br>Civil Service<br>2009 | Your position<br>out of 96<br>organisations |
|--|-------------------------|-----------------------------|--|---|
| <b>B: Leadership and managing change</b> | <b>Key theme: top 3</b> | 21%                         | -17                                      | 91  |
| <b>C: My work</b>                        | <b>Key theme: top 3</b> | 72%                         | -2                                       | 54  |
| <b>I: Inclusion and fair treatment</b>   | <b>Key theme: top 3</b> | 68%                         | -7                                       | 78  |
| E: Organisational objectives and purpose | Key theme               | 68%                         | -13                                      | 88  |
| F: Pay and benefits                      | Key theme               | 20%                         | -17                                      | 96  |
| A: Line management                       |                         | 65%                         | +2                                       | 42  |
| D: Resources and workload                |                         | 68%                         | -4                                       | 72  |
| G: My team                               |                         | 76%                         | 0  | 48  |
| H: Learning and development              |                         | 48%                         | -2                                       | 56  |

## Top three key driver themes in more detail

Themes are presented in order of impact on engagement, where the theme with the largest impact is listed first.

|  |   | % Positive | Difference from Civil Service 2009 |
|--|---|------------|------------------------------------|
| <b>B: Leadership and managing change</b> | B20. I think it is safe to challenge the way things are done in the MCA   | 29%        | -10                                |
|  | B17. When changes are made in the MCA they are usually for the better   | 13%        | -13                                |
|  | B16. I feel that change is managed well in the MCA  | 14%        | -13                                |
|  | B19. I have the opportunity to contribute my views before decisions are made that affect me                       | 20%        | -14                                |
|  | B15. Overall, I have confidence in the decisions made by the Agency's Senior Management Team                      | 18%        | -18                                |
|  | B14. I believe the Executive Board has a clear vision for the future of the MCA                                   | 18%        | -18                                |
|  | B11. I feel the MCA as a whole is managed well  | 22%        | -18                                |
|  | B13. I believe the actions of the Senior Management Team are consistent with the Agency's values                  | 20%        | -19                                |
|  | B18. The MCA keeps me informed about matters that affect me   | 35%        | -20                                |
|  | B12. The Senior Management Team in the MCA are sufficiently visible   | 20%        | -24                                |
| <b>C: My work</b>                        | C23. My work gives me a sense of personal accomplishment  | 79%        | +5                                 |
|  | C21. I am interested in my work   | 92%        | +3                                 |
|  | C22. I am sufficiently challenged by my work  | 77%        | +1                                 |
|  | C24. I feel involved in decisions that affect my work   | 50%        | -6                                 |
|  | C25. I have a choice in deciding how I do my work   | 63%        | -10                                |
| <b>I: Inclusion and fair treatment</b>   | I46. I am treated fairly at work  | 79%        | 0                                  |
|  | I47. I am treated with respect by the people I work with  | 84%        | -1                                 |
|  | I48. I feel valued for the work I do  | 52%        | -10                                |
|  | I49. I think that the MCA respects individual differences (e.g. cultures, working styles, backgrounds, ideas etc) | 56%        | -15                                |

# All questions by theme

This section gives the breakdown of results for all questions in the survey by theme. Where applicable, comparisons to benchmarks are included. Please see Appendix 2 for more details.

Please note that the key themes driving employee engagement are flagged throughout this section and the engagement questions for Say, Stay and Strive can be located on page 10.

|  | % Strongly agree | % Agree | % Neither | % Disagree | % Strongly disagree | % Positive | Diff. from Civil Service 2009 | Diff. from High Performance Benchmark |
|--|------------------|---------|-----------|------------|---------------------|------------|-------------------------------|---------------------------------------|
| <b>A: Line management</b>  |                  |         |           |            |                     |            |                               |                                       |
| A01. My manager motivates me to be more effective in my job                        | 20               | 43      | 22        | 11         | 4                   | 62         | +1                            | -4                                    |
| A02. My manager is considerate of my life outside work                             | 32               | 46      | 14        | 5          | 4                   | 78         | +1                            | -3                                    |
| A03. My manager is open to my ideas  | 28               | 50      | 14        | 5          |                     | 78         | 0                             | -4                                    |
| A04. My manager helps me to understand how I contribute to the Agency's objectives | 13               | 42      | 29        | 13         |                     | 55         | -4                            | -8                                    |
| A05. Overall, I have confidence in the decisions made by my manager                | 25               | 46      | 18        | 7          | 4                   | 70         | 0                             | -5                                    |
| A06. My manager recognises when I have done my job well                            | 25               | 52      | 15        | 6          |                     | 77         | +1                            | -2                                    |
| A07. I receive regular feedback on my performance                                  | 17               | 47      | 22        | 12         |                     | 63         | +3                            | -1                                    |
| A08. The feedback I receive helps me to improve my performance                     | 16               | 43      | 27        | 12         |                     | 59         | +2                            | -2                                    |
| A09. I think that my performance is evaluated fairly                               | 15               | 50      | 22        | 9          | 4                   | 65         | +2                            | -2                                    |
| A10. Poor performance is dealt with effectively in my team                         | 7                | 36      | 33        | 15         | 8                   | 43         | +6                            | +1                                    |

# All questions by theme

|  | % Strongly agree | % Agree | % Neither | % Disagree | % Strongly disagree | % Positive | Diff. from Civil Service 2009 | Diff. from High Performance Benchmark |
|--|------------------|---------|-----------|------------|---------------------|------------|-------------------------------|---------------------------------------|
| <b>B: Leadership and managing change (Key theme: top 3)</b>                                      |                  |         |           |            |                     |            |                               |                                       |
| B11. I feel the MCA as a whole is managed well   | 21               | 27      | 26        | 24         | 22                  | -18        | -32                           |                                       |
| B12. The Senior Management Team in the MCA are sufficiently visible                              | 19               | 22      | 29        | 28         | 20                  | -24        | -38                           |                                       |
| B13. I believe the actions of the Senior Management Team are consistent with the Agency's values | 18               | 41      | 19        | 20         | 20                  | -19        | -30                           |                                       |
| B14. I believe the Executive Board has a clear vision for the future of the MCA                  | 16               | 36      | 22        | 24         | 18                  | -18        | -31                           |                                       |
| B15. Overall, I have confidence in the decisions made by the Agency's Senior Management Team     | 16               | 30      | 23        | 29         | 18                  | -18        | -35                           |                                       |
| B16. I feel that change is managed well in the MCA   | 13               | 29      | 34        | 23         | 14                  | -13        | -24                           |                                       |
| B17. When changes are made in the MCA they are usually for the better                            | 12               | 41      | 28        | 19         | 13                  | -13        | -24                           |                                       |
| B18. The MCA keeps me informed about matters that affect me                                      | 33               | 29      | 23        | 14         | 35                  | -20        | -29                           |                                       |
| B19. I have the opportunity to contribute my views before decisions are made that affect me      | 18               | 28      | 29        | 23         | 20                  | -14        | -21                           |                                       |
| B20. I think it is safe to challenge the way things are done in the MCA                          | 27               | 31      | 22        | 17         | 29                  | -10        | -17                           |                                       |

# All questions by theme

|  | % Strongly agree | % Agree | % Neither | % Disagree | % Strongly disagree | % Positive | Diff. from Civil Service 2009 | Diff. from High Performance Benchmark |
|--|------------------|---------|-----------|------------|---------------------|------------|-------------------------------|---------------------------------------|
| <b>C: My work (Key theme: top 3)</b>                     |                  |         |           |            |                     |            |                               |                                       |
| C21. I am interested in my work                          | 54               | 39      | 5         |            |                     | 92         | +3                            | -1                                    |
| C22. I am sufficiently challenged by my work             | 29               | 48      | 14        | 7          |                     | 77         | +1                            | -2                                    |
| C23. My work gives me a sense of personal accomplishment | 31               | 48      | 13        | 7          |                     | 79         | +5                            | 0                                     |
| C24. I feel involved in decisions that affect my work    | 13               | 37      | 21        | 19         | 11                  | 50         | -6                            | -13                                   |
| C25. I have a choice in deciding how I do my work        | 18               | 45      | 20        | 12         | 5                   | 63         | -10                           | -16                                   |

# All questions by theme

|  | % Strongly agree | % Agree | % Neither | % Disagree | % Strongly disagree | % Positive | Diff. from Civil Service 2009 | Diff. from High Performance Benchmark |
|--|------------------|---------|-----------|------------|---------------------|------------|-------------------------------|---------------------------------------|
| <b>D: Resources and workload</b>                                       |                  |         |           |            |                     |            |                               |                                       |
| D26. In my job, I am clear what is expected of me                      | 21               | 61      | 12        | 6          |                     | 81         | 0                             | -3                                    |
| D27. I get the information I need to do my job well                    | 8                | 49      | 22        | 16         | 5                   | 57         | -7                            | -11                                   |
| D28. I have clear work objectives                                      | 14               | 58      | 15        | 9          |                     | 73         | 0                             | -5                                    |
| D29. I have the skills I need to do my job effectively                 | 23               | 63      | 9         | 4          |                     | 86         | -2                            | -4                                    |
| D30. I have the tools I need to do my job effectively                  | 5                | 52      | 18        | 18         | 6                   | 58         | -14                           | -18                                   |
| D31. I have an acceptable workload                                     | 4                | 54      | 19        | 15         | 9                   | 58         | -3                            | -7                                    |
| D32. I achieve a good balance between my work life and my private life | 10               | 54      | 18        | 12         | 6                   | 64         | -4                            | -9                                    |
| <b>E: Organisational objectives and purpose (Key theme)</b>            |                  |         |           |            |                     |            |                               |                                       |
| E33. I have a clear understanding of the Agency's purpose              | 17               | 53      | 16        | 10         | 4                   | 70         | -14                           | -20                                   |
| E34. I have a clear understanding of the Agency's objectives           | 14               | 49      | 20        | 12         | 5                   | 63         | -15                           | -21                                   |
| E35. I understand how my work contributes to the Agency's objectives   | 17               | 53      | 18        | 7          | 4                   | 70         | -11                           | -16                                   |

# All questions by theme

|  | % Strongly agree | % Agree | % Neither | % Disagree | % Strongly disagree | % Positive | Diff. from Civil Service 2009 | Diff. from High Performance Benchmark |
|--|------------------|---------|-----------|------------|---------------------|------------|-------------------------------|---------------------------------------|
| <b>F: Pay and benefits (Key theme)</b>   |                  |         |           |            |                     |            |                               |                                       |
| F36. I feel that my pay adequately reflects my performance                                     | 18               | 15      | 23        | 42         |                     | 19         | -17                           | -27                                   |
| F37. I am satisfied with the total benefits package  | 23               | 21      | 21        | 33         |                     | 25         | -19                           | -26                                   |
| F38. Compared to people doing a similar job in other organisations I feel my pay is reasonable | 14               | 14      | 20        | 50         |                     | 15         | -18                           | -25                                   |
| <b>G: My team</b>  |                  |         |           |            |                     |            |                               |                                       |
| G39. The people in my team can be relied upon to help when things get difficult in my job      | 33               | 51      | 10        | 5          |                     | 83         | +1                            | -2                                    |
| G40. The people in my team work together to find ways to improve the service we provide        | 30               | 49      | 13        | 6          |                     | 79         | 0                             | -3                                    |
| G41. The people in my team are encouraged to come up with new and better ways of doing things  | 24               | 43      | 20        | 9          |                     | 67         | -1                            | -7                                    |



# All questions by theme

|   | % Strongly agree | % Agree | % Neither | % Disagree | % Strongly disagree | % Positive | Diff. from Civil Service 2009 | Diff. from High Performance Benchmark |
|---|------------------|---------|-----------|------------|---------------------|------------|-------------------------------|---------------------------------------|
| <b>H: Learning and development</b>  |                  |         |           |            |                     |            |                               |                                       |
| H42. I am able to access the right learning and development opportunities when I need to                                | 10               | 47      | 25        | 13         | 6                   | 57         | -6                            | -12                                   |
| H43. Learning and development activities I have completed in the past 12 months have helped to improve my performance   | 13               | 39      | 33        | 10         | 5                   | 52         | 0                             | -7                                    |
| H44. There are opportunities for me to develop my career in the MCA   | 6                | 31      | 27        | 20         | 16                  | 37         | -2                            | -10                                   |
| H45. Learning and development activities I have completed while working for the MCA are helping me to develop my career | 9                | 38      | 31        | 13         | 9                   | 47         | +3                            | -4                                    |
| <b>I: Inclusion and fair treatment (Key theme: top 3)</b>   |                  |         |           |            |                     |            |                               |                                       |
| I46. I am treated fairly at work  | 21               | 58      | 13        | 4          | 4                   | 79         | 0                             | -5                                    |
| I47. I am treated with respect by the people I work with  | 23               | 61      | 12        |            |                     | 84         | -1                            | -4                                    |
| I48. I feel valued for the work I do  | 12               | 40      | 23        | 15         | 10                  | 52         | -10                           | -16                                   |
| I49. I think that the MCA respects individual differences (e.g. cultures, working styles, backgrounds, ideas etc)       | 12               | 44      | 29        | 10         | 6                   | 56         | -15                           | -21                                   |

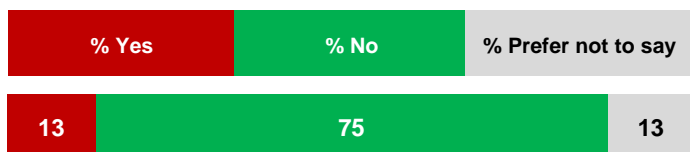
# All questions by theme

|  | % Strongly agree | % Agree | % Neither | % Disagree | % Strongly disagree | % Positive | Diff. from Civil Service 2009 | Diff. from High Performance Benchmark |
|--|------------------|---------|-----------|------------|---------------------|------------|-------------------------------|---------------------------------------|
| <b>J: Engagement</b>   |                  |         |           |            |                     |            |                               |                                       |
| <b>Say</b> J50. I am proud when I tell others I am part of the MCA   | 21               | 42      | 23        | 9          | 4                   | 63         | +8                            | -3                                    |
| <b>Say</b> J51. I would recommend the MCA as a great place to work   | 8                | 32      | 33        | 18         | 10                  | 40         | -8                            | -18                                   |
| <b>Stay</b> J52. I feel a strong personal attachment to the MCA  | 15               | 33      | 29        | 13         | 9                   | 48         | +3                            | -6                                    |
| <b>Strive</b> J53. The MCA inspires me to do the best in my job  | 8                | 29      | 35        | 18         | 10                  | 37         | -3                            | -13                                   |
| <b>Strive</b> J54. The MCA motivates me to help it achieve its objectives                                  | 6                | 22      | 38        | 21         | 12                  | 28         | -10                           | -19                                   |
| <b>K: Taking action</b>  |                  |         |           |            |                     |            |                               |                                       |
| K55. I believe that the Senior Management Team in the MCA will take action on the results from this survey | 15               | 28      | 27        | 28         |                     | 17         | -20                           | -32                                   |
| K56. I believe that managers where I work will take action on the results from this survey                 | 28               | 31      | 21        | 16         |                     | 31         | -13                           | -23                                   |

# All questions by theme

## L: Discrimination, harassment and bullying

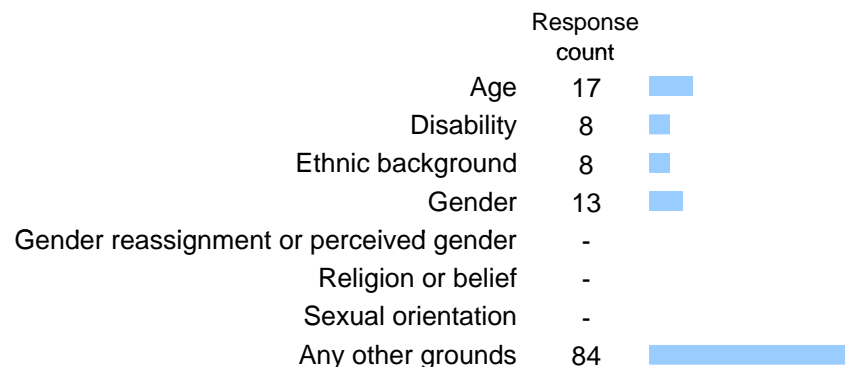
L01. During the past 12 months, have you personally experienced discrimination at work?



| % Yes | Civil Service 2009 |
|-------|--------------------|
| 10%   |                    |

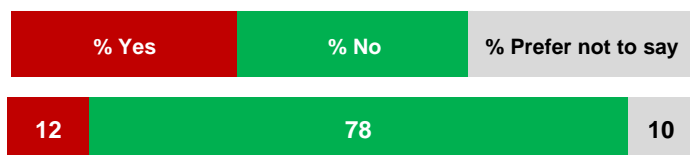
For respondents who selected 'Yes' to question L01.

L02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



Please note: where responses are replaced with '-', this is to protect respondent(s) anonymity.

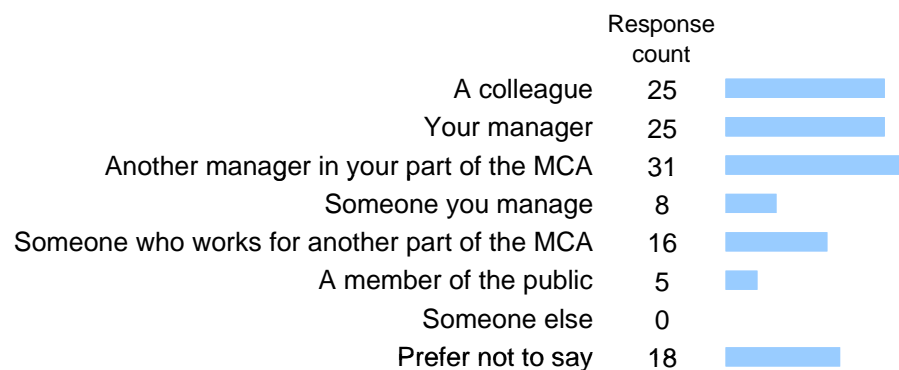
L03. During the past 12 months, have you personally experienced bullying or harassment at work?



| % Yes | Civil Service 2009 |
|-------|--------------------|
| 10%   |                    |

For respondents who selected 'Yes' to question L03.

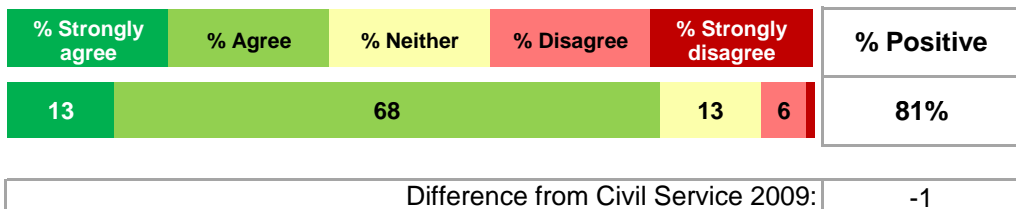
L04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)



# All questions by theme

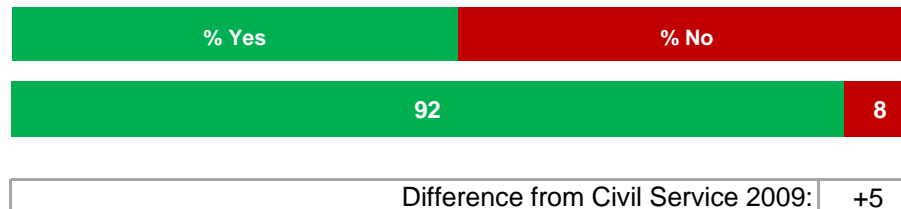
## M: Data Security

M05. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score.

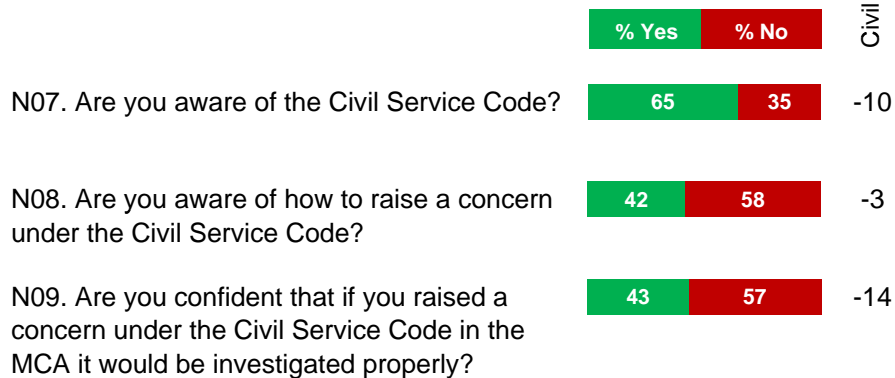
M06. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score.

## N: The Civil Service Code

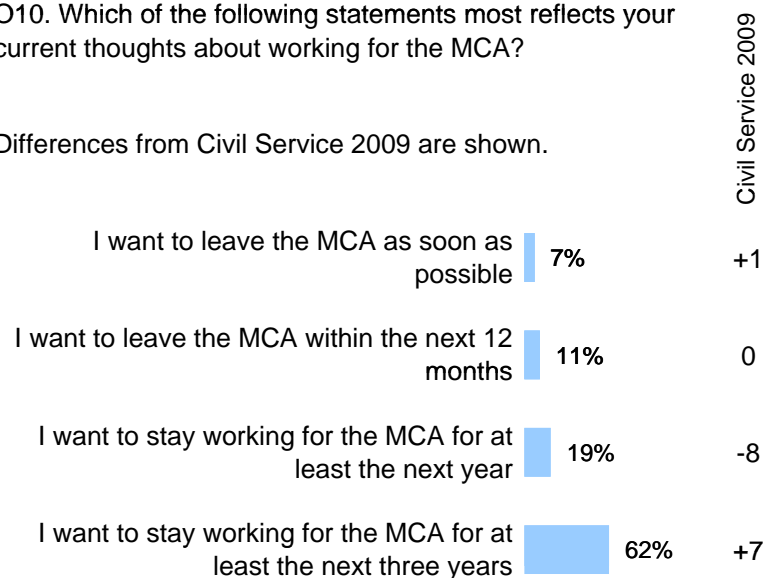
Differences from Civil Service 2009 are shown. Differences are based on '% Yes' score.



## O: Your plans for the future

O10. Which of the following statements most reflects your current thoughts about working for the MCA?

Differences from Civil Service 2009 are shown.



# Comparison against other organisations

This section shows how the MCA compares to other organisations participating in the 2009 Civil Service People Survey for all questions from sections A to K of the survey. Questions are in order of most positive to least positive comparison against the Civil Service 2009 benchmark.

| Questions  | MCA 2009 % Positive | Civil Service 2009 % Positive | Difference from Civil Service 2009 | Your position out of 96 orgs |
|--|---------------------|-------------------------------|------------------------------------|------------------------------|
| J50 I am proud when I tell others I am part of the MCA   | 63                  | 56                            | +8                                 | 32                           |
| A10 Poor performance is dealt with effectively in my team  | 43                  | 38                            | +6                                 | 19                           |
| C23 My work gives me a sense of personal accomplishment  | 79                  | 74                            | +5                                 | 23                           |
| A07 I receive regular feedback on my performance   | 63                  | 60                            | +3                                 | 27                           |
| H45 Learning and development activities I have completed while working for the MCA are helping me to develop my career | 47                  | 44                            | +3                                 | 35                           |
| J52 I feel a strong personal attachment to the MCA   | 48                  | 45                            | +3                                 | 42                           |
| C21 I am interested in my work   | 92                  | 90                            | +3                                 | 28                           |
| A09 I think that my performance is evaluated fairly  | 65                  | 63                            | +2                                 | 34                           |
| A08 The feedback I receive helps me to improve my performance  | 59                  | 57                            | +2                                 | 39                           |
| A01 My manager motivates me to be more effective in my job   | 62                  | 61                            | +1                                 | 41                           |
| C22 I am sufficiently challenged by my work  | 77                  | 76                            | +1                                 | 37                           |
| G39 The people in my team can be relied upon to help when things get difficult in my job                               | 83                  | 83                            | +1                                 | 38                           |
| A06 My manager recognises when I have done my job well   | 77                  | 76                            | +1                                 | 41                           |
| A02 My manager is considerate of my life outside work  | 78                  | 77                            | +1                                 | 46                           |
| H43 Learning and development activities I have completed in the past 12 months have helped to improve my performance   | 52                  | 51                            | 0                                  | 46                           |
| D28 I have clear work objectives   | 73                  | 72                            | 0                                  | 45                           |
| A05 Overall, I have confidence in the decisions made by my manager   | 70                  | 70                            | 0                                  | 48                           |
| A03 My manager is open to my ideas   | 78                  | 78                            | 0                                  | 47                           |
| G40 The people in my team work together to find ways to improve the service we provide                                 | 79                  | 79                            | 0                                  | 49                           |

# Comparison against other organisations

| Questions  | MCA 2009 % Positive | Civil Service 2009 % Positive | Difference from Civil Service 2009 | Your position out of 96 orgs |
|--|---------------------|-------------------------------|------------------------------------|------------------------------|
| D26 In my job, I am clear what is expected of me   | 81                  | 81                            | 0                                  | 49                           |
| I46 I am treated fairly at work  | 79                  | 79                            | 0                                  | 49                           |
| G41 The people in my team are encouraged to come up with new and better ways of doing things | 67                  | 68                            | -1                                 | 52                           |
| I47 I am treated with respect by the people I work with                                      | 84                  | 85                            | -1                                 | 57                           |
| D29 I have the skills I need to do my job effectively  | 86                  | 87                            | -2                                 | 70                           |
| H44 There are opportunities for me to develop my career in the MCA                           | 37                  | 39                            | -2                                 | 53                           |
| D31 I have an acceptable workload  | 58                  | 60                            | -3                                 | 69                           |
| J53 The MCA inspires me to do the best in my job   | 37                  | 40                            | -3                                 | 58                           |
| A04 My manager helps me to understand how I contribute to the Agency's objectives            | 55                  | 59                            | -4                                 | 68                           |
| D32 I achieve a good balance between my work life and my private life                        | 64                  | 68                            | -4                                 | 70                           |
| H42 I am able to access the right learning and development opportunities when I need to      | 57                  | 63                            | -6                                 | 66                           |
| C24 I feel involved in decisions that affect my work   | 50                  | 56                            | -6                                 | 59                           |
| D27 I get the information I need to do my job well   | 57                  | 63                            | -7                                 | 68                           |
| J51 I would recommend the MCA as a great place to work                                       | 40                  | 48                            | -8                                 | 68                           |
| C25 I have a choice in deciding how I do my work   | 63                  | 72                            | -10                                | 69                           |
| J54 The MCA motivates me to help it achieve its objectives                                   | 28                  | 38                            | -10                                | 81                           |
| I48 I feel valued for the work I do  | 52                  | 62                            | -10                                | 75                           |
| B20 I think it is safe to challenge the way things are done in the MCA                       | 29                  | 39                            | -10                                | 75                           |
| E35 I understand how my work contributes to the Agency's objectives                          | 70                  | 82                            | -11                                | 87                           |

# Comparison against other organisations

| Questions  | MCA 2009 % Positive | Civil Service 2009 % Positive | Difference from Civil Service 2009 | Your position out of 96 orgs |
|--|---------------------|-------------------------------|------------------------------------|------------------------------|
| B17 When changes are made in the MCA they are usually for the better   | 13                  | 25                            | -13                                | 92                           |
| B16 I feel that change is managed well in the MCA  | 14                  | 27                            | -13                                | 91                           |
| K56 I believe that managers where I work will take action on the results from this survey                        | 31                  | 45                            | -13                                | 82                           |
| D30 I have the tools I need to do my job effectively   | 58                  | 72                            | -14                                | 88                           |
| B19 I have the opportunity to contribute my views before decisions are made that affect me                       | 20                  | 34                            | -14                                | 85                           |
| E33 I have a clear understanding of the Agency's purpose   | 70                  | 84                            | -14                                | 86                           |
| E34 I have a clear understanding of the Agency's objectives  | 63                  | 78                            | -15                                | 84                           |
| I49 I think that the MCA respects individual differences (e.g. cultures, working styles, backgrounds, ideas etc) | 56                  | 71                            | -15                                | 89                           |
| F36 I feel that my pay adequately reflects my performance  | 19                  | 36                            | -17                                | 94                           |
| B15 Overall, I have confidence in the decisions made by the Agency's Senior Management Team                      | 18                  | 36                            | -18                                | 89                           |
| B14 I believe the Executive Board has a clear vision for the future of the MCA                                   | 18                  | 36                            | -18                                | 93                           |
| B11 I feel the MCA as a whole is managed well  | 22                  | 40                            | -18                                | 83                           |
| F38 Compared to people doing a similar job in other organisations I feel my pay is reasonable                    | 15                  | 33                            | -18                                | 95                           |
| F37 I am satisfied with the total benefits package   | 25                  | 44                            | -19                                | 96                           |
| B13 I believe the actions of the Senior Management Team are consistent with the Agency's values                  | 20                  | 39                            | -19                                | 90                           |
| K55 I believe that the Senior Management Team in the MCA will take action on the results from this survey        | 17                  | 37                            | -20                                | 89                           |
| B18 The MCA keeps me informed about matters that affect me   | 35                  | 56                            | -20                                | 88                           |
| B12 The Senior Management Team in the MCA are sufficiently visible   | 20                  | 45                            | -24                                | 92                           |

# Appendix 1: participating organisations

The organisations that have taken part in the survey are:

Accountant in Bankruptcy  
Advisory, Conciliation and Arbitration Service  
Animal Health  
Attorney General's Office  
Buying Solutions  
Cabinet Office  
Central Office of Information  
Centre for Environment Fisheries and Aquaculture Science  
Child Maintenance and Enforcement Commission  
Communities and Local Government  
Companies House  
Criminal Injuries Compensation Authority  
Criminal Records Bureau  
Crown Office and Procurator Fiscal Service  
Crown Prosecution Service  
Debt Management Office  
Department for Business, Innovation and Skills  
Department for Children, Schools and Families  
Department for Culture, Media and Sport  
Department for Environment, Food and Rural Affairs  
Department for International Development  
Department for Transport  
Department for Work and Pensions  
Department of Energy and Climate Change  
Department of Health  
Disclosure Scotland  
Driver and Vehicle Licensing Agency  
Driving Standards Agency  
Export Credits Guarantee Department  
FCO Services  
Fire Service College  
Food and Environment Research Agency  
Food Standards Agency  
Foreign and Commonwealth Office  
General Register Office for Scotland  
Government Car and Despatch Agency  
Government Equalities Office  
Government Office Network  
Highways Agency  
Historic Scotland  
HM Courts Service  
HM Crown Prosecution Service Inspectorate  
HM Inspectorate of Education  
HM Revenue & Customs  
HM Treasury  
Home Office  
Identity and Passport Service  
Intellectual Property Office  
Jobcentre Plus  
Land Registry  
Marine and Fisheries Agency  
Maritime and Coastguard Agency  
Meat Hygiene Service  
Medicines and Healthcare products Regulatory Agency  
Ministry of Defence  
Ministry of Justice  
National Measurement Office  
National Offender Management Service  
National Savings & Investments  
National School of Government  
Office for National Statistics  
Office of Fair Trading  
Office of Government Commerce  
Office of Rail Regulation  
Office of the Public Guardian  
Office of the Scottish Charity Regulator  
Ordnance Survey  
Pension, Disability and Carers Service  
Registers of Scotland  
Rural Payments Agency  
Scotland Office  
Scottish Housing Regulator  
Scottish Public Pensions Agency  
Serious Fraud Office  
Social Work Inspection Agency  
Student Awards Agency for Scotland  
The Health and Safety Executive  
The Insolvency Service  
The National Archives of Scotland  
The Planning Inspectorate  
The Royal Parks  
The Scottish Government  
The UK Hydrographic Office  
Transport Scotland  
Treasury Solicitor's Department  
Tribunals Service  
UK Border Agency  
Valuation Office Agency  
Vehicle and Operator Services Agency  
Vehicle Certification Agency  
Veterinary Laboratories Agency  
Veterinary Medicines Directorate  
Wales Office  
Wilton Park Executive Agency



## Appendix 2: technical information

### **% Positive**

This represents the proportion of respondents who ticked 'agree' and 'strongly agree' combined.

### **Anonymity**

ORC International belongs to the Market Research Society and is bound by their strict code of conduct and confidentiality rules, and therefore cannot allow the breakdown of groups to the extent where the anonymity of individuals may be compromised. Groups where less than 10 people responded will not be analysed or receive a report. However, their data will contribute to the scores for parent units they belong to and MCA scores overall.

### **Rounding**

Percentages are presented as whole numbers for ease of reading. To give maximum accuracy, rounding is performed at the last stage of calculation. Values from .00 to .49 are rounded down and values from .50 to .99 are rounded up. If you perform calculations using rounded figures, these may differ slightly from our calculations. For example, if you add together the % Strongly agree, % Agree, % Neither, % Disagree and % Strongly disagree these may not total exactly 100%.

#### **Worked Example**

Percentage scores

|                               | Strongly agree | Agree  | Neither agree nor disagree | Disagree | Strongly disagree | Total   |
|-------------------------------|----------------|--------|----------------------------|----------|-------------------|---------|
| Number of responses           | 151            | 166    | 176                        | 96       | 24                | 613     |
| Percentage                    | 24.63%         | 27.08% | 28.71%                     | 15.66%   | 3.92%             | 100.00% |
| Displayed rounded percentages | 25%            | 27%    | 29%                        | 16%      | 4%                | 101%    |

Number of positive responses (151+166)= 317

% Positive score 317/613= 52%

### **Civil Service 2009**

The Civil Service 2009 benchmark score is the median score across all organisations that have taken part in the 2009 Civil Service People Survey (see Appendix 1 for a list of these organisations).

### **High Performance Benchmark (BM)**

This is the top 24 scoring organisations that have taken part in the 2009 Civil Service People Survey (see Appendix 1).

## Appendix 2: technical information

### ***The "Employee Engagement Index"***

The survey includes five questions that make up the engagement index (J50-J54). The index score represents the average level of engagement in the unit such that 0 on the index represents all respondents saying they strongly disagree to all five engagement index questions and 100 represents all respondents saying they strongly agree to all five engagement index questions.

### ***The 9 Driver Themes***

Many questions asked in the survey are related to each other and arranged into themes accordingly. The nine driver themes are labelled A to I throughout the report. Questions outside the engagement model and therefore not included in the driver themes include your organisation's local questions; as well as question groups K (Taking action), L (Discrimination, harassment and bullying), M (Data Security), N (The Civil Service Code) and O (Your plans for the future).

### ***The "Key drivers of engagement"***

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. A statistical technique, stepwise regression, is used to identify which of the engagement driver themes (themes A to I) influence the engagement levels of your staff. The themes which are identified as having an impact on engagement levels are called key themes; the top three themes are the most important and should be the focus for action. All levels of engagement are measured (low through to high), and key driver themes can have both positive and negative impacts on engagement. Therefore, improvements in perceptions of the key driver themes will improve average engagement levels, likewise, a worsening of perceptions of the key driver themes will have a negative effect on average engagement levels.

### ***"Impact on engagement"***

The bar chart on the front page shows the impact on engagement for the key driver themes. The percentages give an idea of the relative importance of the individual themes. For example, a theme with a 40% impact rating is twice as important as a theme with a 20% impact rating. Note, percentages are not intended to sum to 100.

### ***"Theme score (% positive)"***

This percentage represents the number of positive responses (agree/strongly agree) to questions in the theme as a proportion of all responses to questions in the theme.

### ***Further information***

For further details about the statistical analysis presented in this report please refer to your organisation's survey project team.