

Your engagement index

56%

Difference from
previous survey

+1

Difference from
CS2010

-1 ✧

Difference from CS High
Performers

-6 ✧

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 CS2010
B50. I am proud when I tell others I am part of the MCA	63%	-1	+8 ✧
B51. I would recommend the MCA as a great place to work	39%	-1	-3 ✧

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

B52. I feel a strong personal attachment to the MCA	49%	+1	+3 ✧
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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	33%	-4 ✧	-6 ✧
B54. The MCA motivates me to help it achieve its objectives	27%	-1	-8 ✧

✧ = 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 CS2010	Difference from CS High Performers
Leadership and managing change		21%	0	-16 ✧	-26 ✧
My work		72%	0	+1 ✧	-3 ✧
Pay and benefits		18%	-2	-19 ✧	-25 ✧
Resources and workload		70%	+2	-3 ✧	-7 ✧
My line manager		64%	-2	-1 ✧	-4 ✧
Organisational objectives and purpose		71%	+3 ✧	-10 ✧	-16 ✧
Learning and development		44%	-4 ✧	+1 ✧	-5 ✧
Inclusion and fair treatment		69%	+1	-4 ✧	-7 ✧
My team		79%	+2	+2 ✧	-2 ✧




✧ = 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 the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison








	% Positive	Diff. from previous survey	Diff. from CS2010
Leadership and managing change Strength of association with engagement: 			
B49. I think it is safe to challenge the way things are done in the MCA	31%	+2	-8 ◇
B46. When changes are made in the MCA they are usually for the better	12%	0	-11 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	18%	-2	-14 ◇
B45. I feel that change is managed well in the MCA	12%	-1	-15 ◇
B44. Overall, I have confidence in the decisions made by the MCA's Senior Management Team	18%	0	-18 ◇
B43. I believe that the Executive Board has a clear vision for the future of the MCA	17%	-1	-18 ◇
B42. I believe the actions of the Senior Management Team are consistent with the MCA's values	21%	+1	-18 ◇
B40. I feel that the MCA as a whole is managed well	22%	0	-19 ◇
B47. The MCA keeps me informed about matters that affect me	33%	-2	-21 ◇
B41. The Senior Manager Team in the MCA are sufficiently visible	21%	+1	-24 ◇
My work Strength of association with engagement: 			
B03. My work gives me a sense of personal accomplishment	81%	+2	+9 ◇
B01. I am interested in my work	93%	+1	+5 ◇
B02. I am sufficiently challenged by my work	76%	-1	+3 ◇
B04. I feel involved in the decisions that affect my work	46%	-3	-3 ◇
B05. I have a choice in deciding how I do my work	63%	0	-7 ◇
Pay and benefits Strength of association with engagement: 			
B38. I am satisfied with the total benefits package	23%	-1	-16 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	13%	-2	-18 ◇
B37. I feel that my pay adequately reflects my performance	18%	-1	-20 ◇

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 CS2010	Difference from CS High Performers
My work									
 :Strength of association with engagement									
B01. I am interested in my work	56	37	5			93%	+1	+5 ◇	+2 ◇
B02. I am sufficiently challenged by my work	32	45	15	7		76%	-1	+3 ◇	-2 ◇
B03. My work gives me a sense of personal accomplishment	37	44	12	5		81%	+2	+9 ◇	+4 ◇
B04. I feel involved in the decisions that affect my work	11	36	20	24	10	46%	-3	-3 ◇	-10 ◇
B05. I have a choice in deciding how I do my work	16	47	20	13	4	63%	0	-7 ◇	-14 ◇
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of the MCA's purpose	21	54	15	7		76%	+6 ◇	-8 ◇	-14 ◇
B07. I have a clear understanding of the MCA's objectives	17	49	22	9		66%	+2	-12 ◇	-20 ◇
B08. I understand how my work contributes to the MCA's objectives	21	50	19	7		72%	+1	-9 ◇	-14 ◇

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My line manager									
:Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	20	43	20	12	5	63%	+1	+1	-3 ◇
B10. My manager is considerate of my life outside work	36	41	14	5		77%	0	-1	-5 ◇
B11. My manager is open to my ideas	31	47	14	6		78%	0	0	-4 ◇
B12. My manager helps me to understand how I contribute to the MCA's objectives	14	38	33	11	3	52%	-3	-6 ◇	-12 ◇
B13. Overall, I have confidence in the decisions made by my manager	27	40	19	10	5	67%	-4 ◇	-2 ◇	-7 ◇
B14. My manager recognises when I have done my job well	27	49	15	7		76%	-1	-1	-4 ◇
B15. I receive regular feedback on my performance	16	45	23	13		61%	-2	+1	-4 ◇
B16. The feedback I receive helps me to improve my performance	16	43	26	12		59%	0	+2 ◇	-2 ◇
B17. I think that my performance is evaluated fairly	16	45	24	11	4	61%	-4 ◇	-1	-6 ◇
B18. Poor performance is dealt with effectively in my team	9	33	31	18	10	42%	-1	+4 ◇	+1
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	48	10			85%	+2	+2 ◇	0
B20. The people in my team work together to find ways to improve the service we provide	34	49	12	4		83%	+4 ◇	+5 ◇	+1
B21. The people in my team are encouraged to come up with new and better ways of doing things	26	42	21	8		68%	+1	-2 ◇	-6 ◇

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Learning and development									
Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	8	38	31	17	7	46%	-11 ◇	-10 ◇	-17 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	43	30	9	4	57%	+5 ◇	+9 ◇	+4 ◇
B24. There are opportunities for me to develop my career in the MCA	5	25	28	25	17	30%	-7 ◇	+2 ◇	-6 ◇
B25. Learning and development activities I have completed while working for the MCA are helping me to develop my career	8	36	33	15	8	44%	-3	+3 ◇	-2 ◇
Inclusion and fair treatment									
Strength of association with engagement									
B26. I am treated fairly at work	21	57	13	6		78%	0	0	-3 ◇
B27. I am treated with respect by the people I work with	25	59	10	4		85%	+1	+1 ◇	-2 ◇
B28. I feel valued for the work I do	13	41	21	17	8	54%	+2	-6 ◇	-11 ◇
B29. I think that the MCA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	13	45	31	7	4	58%	+3	-12 ◇	-17 ◇

All questions by theme

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





	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Resources and workload									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	21	65	8	5		86%	+4 ◇	+4 ◇	0
B31. I get the information I need to do my job well	11	54	23	10		65%	+8 ◇	-2 ◇	-5 ◇
B32. I have clear work objectives	15	61	16	6		76%	+3 ◇	+2 ◇	-3 ◇
B33. I have the skills I need to do my job effectively	26	62	9			88%	+2 ◇	0	-3 ◇
B34. I have the tools I need to do my job effectively	10	45	21	17	8	54%	-3	-17 ◇	-21 ◇
B35. I have an acceptable workload	7	52	19	15	7	59%	+1	-3 ◇	-8 ◇
B36. I achieve a good balance between my work life and my private life	14	51	18	12	6	65%	+1	-5 ◇	-8 ◇
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	16	17	30	35		18%	-1	-20 ◇	-27 ◇
B38. I am satisfied with the total benefits package	20	23	27	27		23%	-1	-16 ◇	-23 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	11	15	28	44		13%	-2	-18 ◇	-26 ◇

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




	 %	 %	 %	 %	 %	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change									
 :Strength of association with engagement									
B40. I feel that the MCA as a whole is managed well	20	30	31	16	22%	0	-19 ◇	-31 ◇	
B41. The Senior Manager Team in the MCA are sufficiently visible	19	27	32	20	21%	+1	-24 ◇	-39 ◇	
B42. I believe the actions of the Senior Management Team are consistent with the MCA's values	19	47	18	13	21%	+1	-18 ◇	-31 ◇	
B43. I believe that the Executive Board has a clear vision for the future of the MCA	15	43	23	17	17%	-1	-18 ◇	-30 ◇	
B44. Overall, I have confidence in the decisions made by the MCA's Senior Management Team	16	34	27	21	18%	0	-18 ◇	-30 ◇	
B45. I feel that change is managed well in the MCA	12	32	37	19	12%	-1	-15 ◇	-27 ◇	
B46. When changes are made in the MCA they are usually for the better	12	38	32	17	12%	0	-11 ◇	-19 ◇	
B47. The MCA keeps me informed about matters that affect me	31	29	23	15	33%	-2	-21 ◇	-29 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	16	30	30	21	18%	-2	-14 ◇	-21 ◇	
B49. I think it is safe to challenge the way things are done in the MCA	28	32	21	15	31%	+2	-8 ◇	-16 ◇	

All questions by theme

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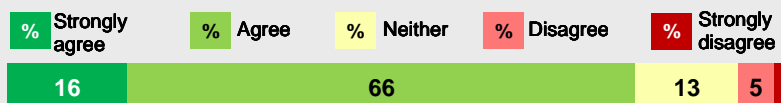
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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the MCA	19	44	25	9	4	63%	-1	+8 ◇	-2 ◇
B51. I would recommend the MCA as a great place to work	9	30	36	19	7	39%	-1	-3 ◇	-13 ◇
B52. I feel a strong personal attachment to the MCA	15	34	29	15	7	49%	+1	+3 ◇	-5 ◇
B53. The MCA inspires me to do the best in my job	9	25	38	22	7	33%	-4 ◇	-6 ◇	-15 ◇
B54. The MCA motivates me to help it achieve its objectives	6	21	39	24	9	27%	-1	-8 ◇	-18 ◇
Taking action									
B55. I believe that the Senior Management Team in the MCA will take action on the results from this survey	4	22	30	25	19	26%	+9 ◇	-12 ◇	-22 ◇
B56. I believe that managers where I work will take action on the results from this survey	7	31	27	21	14	37%	+6 ◇	-9 ◇	-16 ◇

All questions by theme

Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

81%	2010 % Positive
0	Difference from previous survey
-2 ^	Difference from CS2010

C02. 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

73%	2010 % Yes
-19 ^	Difference from previous survey
-5 ^	Difference from CS2010

Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for the MCA?

Statement	%	Difference from previous survey	Difference from CS2010
I want to leave the MCA as soon as possible	9%	+2	+1 ^
I want to leave the MCA within the next 12 months	10%	-1	-1 ^
I want to stay working for the MCA for at least the next year	22%	+3 ^	-4 ^
I want to stay working for the MCA for at least the next three years	58%	-4 ^	+4 ^

The Civil Service Code

Differences are based on '% Yes' score

Statement	% Yes	% No	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	78	22	+14 ^	-2 ^
E02. Are you aware of how to raise a concern under the Civil Service Code?	57	43	+15 ^	+4 ^
E03. Are you confident that if you raised a concern under the Civil Service Code in the MCA it would be investigated properly?	52	48	+8 ^	-10 ^

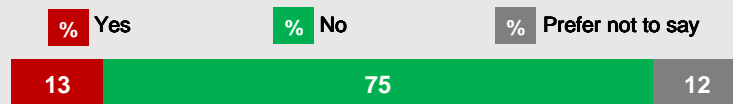
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

All questions by theme

Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?



% Yes

13% | Previous survey

10% ✧ | CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



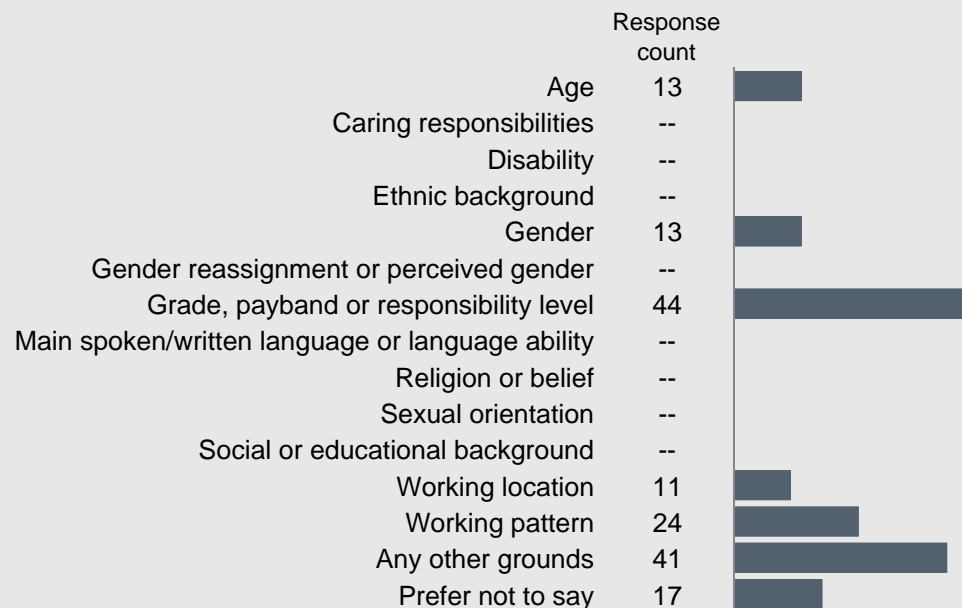
% Yes

12% | Previous survey

10% ✧ | CS2010

For respondents who selected 'Yes' to question F01.

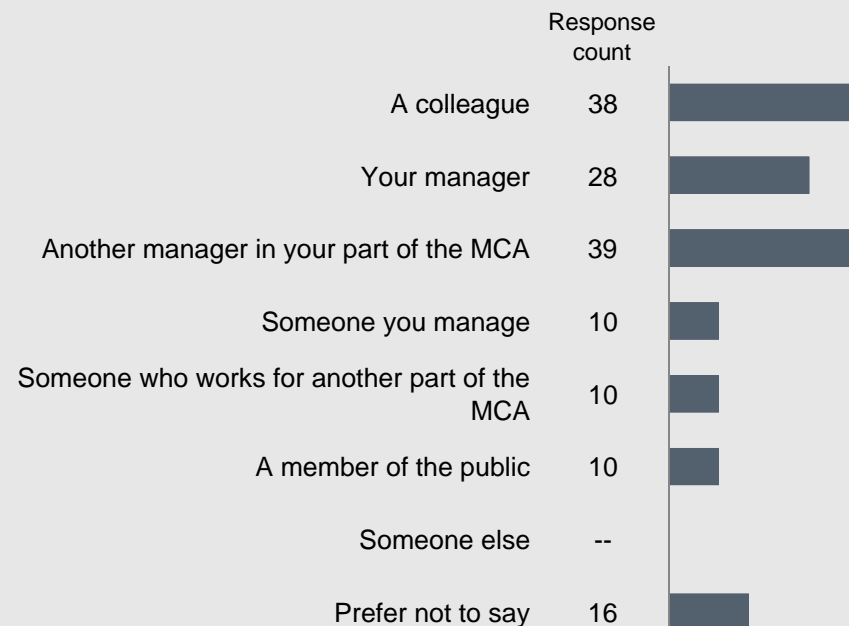
F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

For respondents who selected 'Yes' to question F03.

F04. 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 '--'

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

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 2009 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.
CS2010	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 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 2010 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: ✧

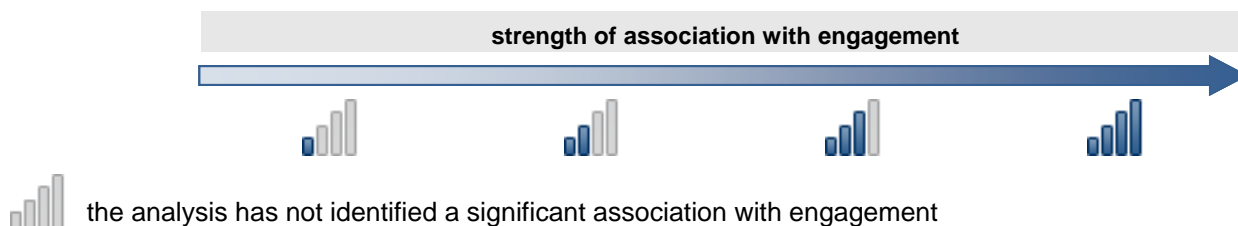
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



Confidentiality

This survey was carried out as part of the 2010 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 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.