


Returns : 800

Response rate : 78%

Civil Service People Survey 2016

 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.





The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
Leadership and managing change		39%	+7 ✧	-4 ✧	-13 ✧
My work		77%	+4 ✧	+2 ✧	-1
My manager		66%	+6 ✧	-2 ✧	-4 ✧
Resources and workload		69%	+6 ✧	-5 ✧	-8 ✧
Learning and development		53%	+6 ✧	+3 ✧	-2 ✧
Pay and benefits		37%	+3 ✧	+6 ✧	-1
Organisational objectives and purpose		83%	+5 ✧	+1	-4 ✧
My team		80%	+4 ✧	0	-4 ✧
Inclusion and fair treatment		74%	+6 ✧	-2 ✧	-5 ✧



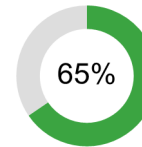
Strength of association with engagement



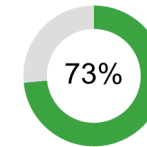
Statistically significant difference from comparison

Wellbeing

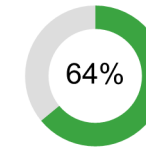
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



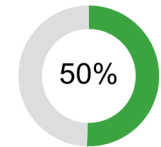
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



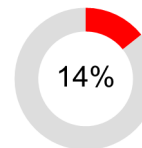
W03. Overall, how happy did you feel yesterday?



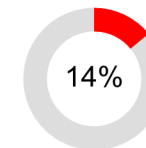
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

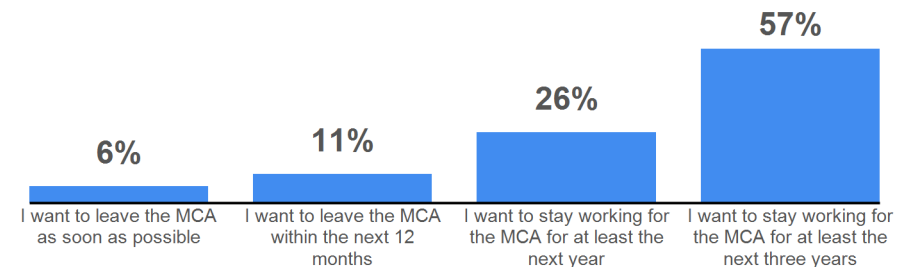


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

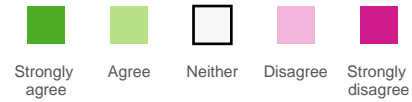
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

77% +4
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

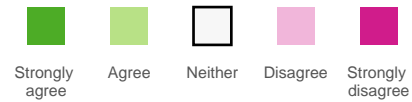
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	52	41				93%	+1	+3 ◆	+2 ◆
B02 I am sufficiently challenged by my work	40	44	8	6		84%	+2	+4 ◆	+1
B03 My work gives me a sense of personal accomplishment	37	47	9	5		84%	+2 ◆	+8 ◆	+4 ◆
B04 I feel involved in the decisions that affect my work	16	41	20	16	8	57%	+9 ◆	0	-5 ◆
B05 I have a choice in deciding how I do my work	25	44	17	9		69%	+6 ◆	-5 ◆	-9 ◆

Organisational objectives and purpose

83% +5
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of the MCA's purpose	31	56	8			87%	+4 ◆	+1	-4 ◆
B07 I have a clear understanding of the MCA's objectives	25	56	12	5		80%	+6 ◆	0	-4 ◆
B08 I understand how my work contributes to the MCA's objectives	28	55	12			83%	+4 ◆	0	-4 ◆

All questions by theme

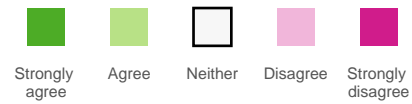
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

66% +6
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	24	44	17	9	6	69%	+6 ◆	0	-4 ◆
B10	My manager is considerate of my life outside work	41	40	12	6	1	81%	+2 ◆	-2 ◆	-5 ◆
B11	My manager is open to my ideas	35	43	13	5	2	78%	+3 ◆	-2 ◆	-6 ◆
B12	My manager helps me to understand how I contribute to the MCA's objectives	19	44	26	7	4	63%	+6 ◆	-1	-6 ◆
B13	Overall, I have confidence in the decisions made by my manager	27	45	16	6	6	72%	+6 ◆	-2 ◆	-7 ◆
B14	My manager recognises when I have done my job well	30	46	15	6	3	76%	+4 ◆	-2 ◆	-5 ◆
B15	I receive regular feedback on my performance	19	42	21	11	7	61%	+8 ◆	-5 ◆	-8 ◆
B16	The feedback I receive helps me to improve my performance	20	40	25	9	6	60%	+8 ◆	-3 ◆	-6 ◆
B17	I think that my performance is evaluated fairly	19	42	21	12	6	61%	+8 ◆	-2 ◆	-7 ◆
B18	Poor performance is dealt with effectively in my team	14	30	34	14	8	43%	+4 ◆	+4 ◆	+1

My team

80% +4
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 CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	40	45	10	5	0	84%	+4 ◆	0	-3 ◆
B20	The people in my team work together to find ways to improve the service we provide	34	48	11	5	2	82%	+3 ◆	+1	-2 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	27	45	15	9	4	73%	+7 ◆	-2 ◆	-6 ◆

All questions by theme

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

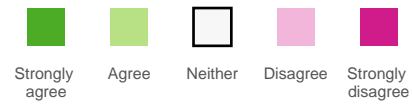
Learning and development

53% +6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	12	47	24	13	5	59%	+5 ◆	-2	-8 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	38	33	10	6	52%	+7 ◆	+1	-5 ◆
B24	There are opportunities for me to develop my career in the MCA	12	37	26	14	10	49%	+4 ◆	+6 ◆	-2 ◆
B25	Learning and development activities I have completed while working for the MCA are helping me to develop my career	12	40	28	13	7	52%	+7 ◆	+9 ◆	+1

Inclusion and fair treatment

74% +6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	25	54	13	6	6	79%	+6 ◆	0	-4 ◆
B27	I am treated with respect by the people I work with	31	53	10	6	6	84%	+4 ◆	-1	-4 ◆
B28	I feel valued for the work I do	21	43	20	11	6	63%	+7 ◆	-1	-7 ◆
B29	I think that the MCA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	50	20	6	6	70%	+9 ◆	-4 ◆	-8 ◆

All questions by theme

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

Resources and workload

69% +6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	23	59	9	6		83%	+6 ◆	0	-4 ◆
B31 I get the information I need to do my job well	14	51	19	11		66%	+6 ◆	-3 ◆	-8 ◆
B32 I have clear work objectives	18	57	14	7		76%	+9 ◆	+1	-4 ◆
B33 I have the skills I need to do my job effectively	26	57	11	5		82%	+2 ◆	-6 ◆	-9 ◆
B34 I have the tools I need to do my job effectively	14	46	18	18		59%	+11 ◆	-11 ◆	-16 ◆
B35 I have an acceptable workload	9	46	21	14	10	55%	+4 ◆	-3 ◆	-10 ◆
B36 I achieve a good balance between my work life and my private life	16	43	17	14	10	59%	+3 ◆	-8 ◆	-13 ◆

Pay and benefits

37% +3

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	6	34	21	24	15	40%	+4 ◆	+8 ◆	+1
B38 I am satisfied with the total benefits package	6	31	29	21	13	37%	+3 ◆	+3 ◆	-3 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	26	22	25	21	33%	+3 ◆	+6 ◆	-2

All questions by theme

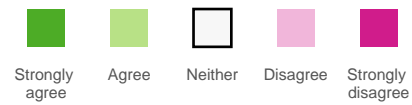
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Leadership and managing change

39% +7
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40 I feel that the MCA as a whole is managed well	5	37	28	21	9	42%	+8 ◆	-5 ◆	-16 ◆
B41 Senior Managers in the MCA are sufficiently visible	8	37	25	21	9	45%	+4 ◆	-10 ◆	-20 ◆
B42 I believe the actions of Senior Managers are consistent with the MCA's values	7	34	38	12	10	40%	+5 ◆	-9 ◆	-17 ◆
B43 I believe that the Executive Board has a clear vision for the future of the MCA	7	33	38	12	9	40%	+5 ◆	-3 ◆	-14 ◆
B44 Overall, I have confidence in the decisions made by the MCA's Senior Managers	6	33	34	18	9	39%	+8 ◆	-5 ◆	-16 ◆
B45 I feel that change is managed well in the MCA		25	29	29	14	28%	+8 ◆	-1	-12 ◆
B46 When changes are made in the MCA they are usually for the better		27	38	20	11	31%	+4 ◆	+1	-7 ◆
B47 The MCA keeps me informed about matters that affect me	7	46	27	13	8	52%	+8 ◆	-4 ◆	-12 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	5	31	30	23	12	35%	+8 ◆	-2 ◆	-12 ◆
B49 I think it is safe to challenge the way things are done in the MCA	6	35	30	19	11	41%	+7 ◆	-2 ◆	-8 ◆

All questions by theme

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

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of the MCA	27	46	19	6	6	73%	+7 ◆	+14 ◆	+7 ◆
B51 I would recommend the MCA as a great place to work	17	40	26	12	5	57%	+12 ◆	+6 ◆	-4 ◆
B52 I feel a strong personal attachment to the MCA	22	38	25	11	4	60%	+4 ◆	+12 ◆	+4 ◆
B53 The MCA inspires me to do the best in my job	15	36	29	14	5	52%	+10 ◆	+6 ◆	-1
B54 The MCA motivates me to help it achieve its objectives	13	34	32	15	6	47%	+9 ◆	+4 ◆	-3 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that Senior Managers in the MCA will take action on the results from this survey	8	34	31	16	11	42%	+7 ◆	-4 ◆	-12 ◆
B56 I believe that managers where I work will take action on the results from this survey	14	37	27	13	8	52%	+9 ◆	-4 ◆	-13 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	11	25	39	16	10	36%	+12 ◆	+1	-6 ◆

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 CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	31	56	9			87%	+3 ◆	-1 ◆	-3 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	18	49	20	10		67%	+8 ◆	-2 ◆	-7 ◆
B60 When I talk about the MCA I say "we" rather than "they"	24	47	18	9		71%	+7 ◆	0	-7 ◆
B61 I have some really good friendships at work	29	49	16	5		78%	+4 ◆	+1	-3 ◆

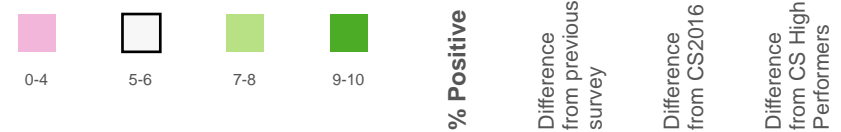
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior Managers in the MCA actively role model the behaviours set out in the Civil Service Leadership Statement	7	30	42	13	8	37%	+9 ◆	-6 ◆	-12 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	45	24	8	5	64%	+12 ◆	+2 ◆	-3 ◆

All questions by theme

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Wellbeing



Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	14	20	46	20	65%	+4 ◆	-1	-4 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	17	46	28	73%	+3 ◆	+2 ◆	0
W03 Overall, how happy did you feel yesterday?	15	21	37	27	64%	+5 ◆	0	-2 ◆

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



W04 Overall, how anxious did you feel yesterday?	27	24	20	30	50%	+4 ◆	0	-3 ◆
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All questions by theme

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

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for the MCA?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave the MCA as soon as possible		6%	-4 ◇	-2	-5 ◇
I want to leave the MCA within the next 12 months		11%	-3 ◇	-4 ◇	-8 ◇
I want to stay working for the MCA for at least the next year		26%	+2	-6 ◇	-13 ◇
I want to stay working for the MCA for at least the next three years		57%	+6 ◇	+14 ◇	+6 ◇

The Civil Service Code

Differences are based on '% Yes' score

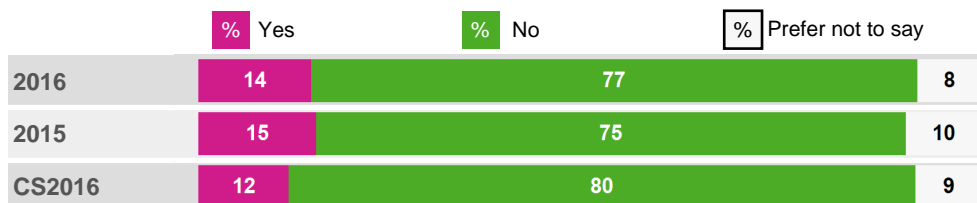
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		9	91%	0	-1	-4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		29	71%	0	+4 ◇	-3 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the MCA it would be investigated properly?		35	65%	+6 ◇	-2 ◇	-10 ◇

All questions by theme

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Discrimination, harassment and bullying

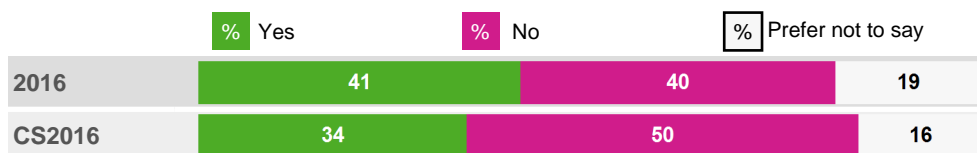
E01. During the past 12 months, have you personally experienced discrimination at work?



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



For respondents who selected 'Yes' to question E03.
E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?



For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	Response Count
Age	17
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	28
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	46
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	18
Working pattern	25
Any other grounds	32
Prefer not to say	11

For respondents who selected 'Yes' to question E03.
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

	Response Count
A colleague	26
Your manager	20
Another manager in my part of the MCA	37
Someone you manage	10
Someone who works for another part of the MCA	24
A member of the public	--
Someone else	--
Prefer not to say	14

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

All questions by theme

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

Maritime and Coastguard Agency questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I would feel able to report any discrimination without worrying that it would have a negative impact on me	16	44	21	13	6	60%	+5 ◆
F02	I would feel able to report any bullying or harassment from colleagues without worrying that it would have a negative impact on me	15	44	21	14	6	59%	--
F03	My colleagues demonstrate the values and behaviours expected of them	20	54	19	6		73%	--
F04	At work I have the opportunity to do what I do best every day	16	52	20	9		68%	+6 ◆
F05	My manager, or someone at work, seems to care about me as a person	31	52	11			83%	+8 ◆
F06	In the last six months someone at work has talked to me about my progress	28	50	9	8	5	78%	+10 ◆
F07	Senior Managers in my area have been sufficiently available for my needs in the last twelve months	20	36	25	11	7	57%	--
F08	I feel that Senior Managers in my area are straightforward and honest in their communication	20	38	26	9	7	58%	--
F09	I believe my Directorate is well led and managed	18	33	30	11	9	50%	--
F10	I am comfortable with the levels of pressure and pace at work	13	45	19	15	8	58%	--

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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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 fewer 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.