Veterinary Medicines Directorate

Veterinary Medicines Directorate

Returns : 121   Response rate : 80%   Civil Service People Survey 2017

📊 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.

Engagement Index

66%

Difference from previous survey	-1
Difference from CS2017	+4 ✧
Difference from CS High Performers	+1

My work

82% 📊

Difference from previous survey	0
Difference from CS2017	+6 ✧
Difference from CS High Performers	+3

Organisational objectives and purpose

95% 📊

Difference from previous survey	+3 ✧
Difference from CS2017	+14 ✧
Difference from CS High Performers	+8 ✧

My manager

71% 📊

Difference from previous survey	+1
Difference from CS2017	+1
Difference from CS High Performers	-1

My team

91% 📊

Difference from previous survey	+3 ✧
Difference from CS2017	+10 ✧
Difference from CS High Performers	+7 ✧

Learning and development

62% 📊

Difference from previous survey	0
Difference from CS2017	+9 ✧
Difference from CS High Performers	+4 ✧

Inclusion and fair treatment

84% 📊

Difference from previous survey	+3
Difference from CS2017	+7 ✧
Difference from CS High Performers	+4 ✧

Resources and workload

82% 📊

Difference from previous survey	0
Difference from CS2017	+10 ✧
Difference from CS High Performers	+7 ✧

Pay and benefits

25% 📊

Difference from previous survey	-8 ✧
Difference from CS2017	-5 ✧
Difference from CS High Performers	-11 ✧

Leadership and managing change

54% 📊

Difference from previous survey	-1
Difference from CS2017	+8 ✧
Difference from CS High Performers	+3 ✧

Returns : 121   Response rate : 80%   Civil Service People Survey 2017

📊 Strength of association with engagement   ✧ Statistically significant difference from comparison

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

Drivers of Engagement

	Strength of association with engagement[1]	Theme score % Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
Leadership and managing change		54%	-1	+8 ✧	+3
My work		82%	0	+6 ✧	+3
My manager		71%	+1	+1	-1
Pay and benefits		25%	-8 ✧	-5 ✧	-11 ✧
Learning and development		62%	0	+9 ✧	+4 ✧
Resources and workload		82%	0	+10 ✧	+7 ✧
Organisational objectives and purpose		95%	+3 ✧	+14 ✧	+8 ✧
My team		91%	+3 ✧	+10 ✧	+7 ✧
Inclusion and fair treatment		84%	+3	+7 ✧	+4 ✧

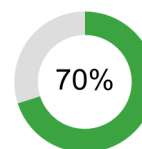*[1]The table above shows the strength of association between engagement and the themes for Civil Service*

Wellbeing

🟩 % responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)
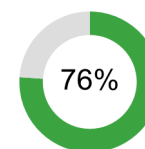
70%	76%	67%	50%
W01. Overall, how satisfied are you with your life nowadays?	W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	W03. Overall, how happy did you feel yesterday?	W04. Overall, how anxious did you feel yesterday?
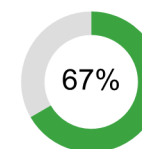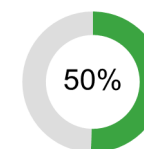
Discrimination, bullying and harassment

🟥 % responding Yes
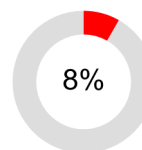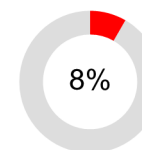
8%	8%
During the past 12 months have you personally experienced discrimination at work?	During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future

4%	13%	38%	44%
I want to leave the VMD as soon as possible	I want to leave the VMD within the next 12 months	I want to stay working for the VMD for at least the next year	I want to stay working for the VMD for at least the next three years
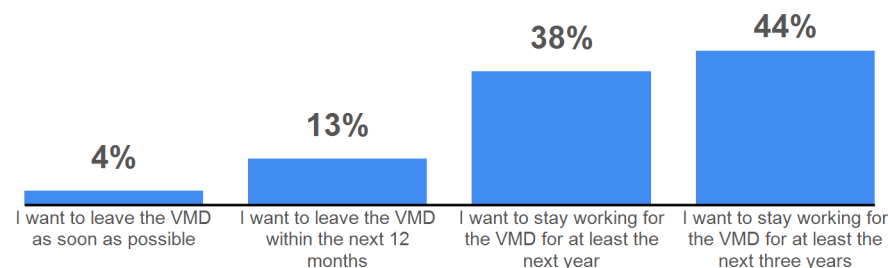
Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B07 — I understand how my work contributes to the VMD's objectives	97%	B53 — Where I work, I think effective action has been taken on the results of the last survey	53%	B37 — Compared to people doing a similar job in other organisations I feel my pay is reasonable	56%
B18 — The people in my team can be relied upon to help when things get difficult in my job	95%	B43 — When changes are made in the VMD they are usually for the better	49%	B35 — I feel that my pay adequately reflects my performance	51%
B06 — I have a clear understanding of the VMD's objectives	94%	B49 — I feel a strong personal attachment to the VMD	38%	B36 — I am satisfied with the total benefits package	38%
B19 — The people in my team work together to find ways to improve the service we provide	94%	B23 — There are opportunities for me to develop my career in the VMD	37%	B38 — Senior managers in the VMD are sufficiently visible	28%
B31 — I have the skills I need to do my job effectively	93%	B42 — I feel that change is managed well in the VMD	37%	B23 — There are opportunities for me to develop my career in the VMD	25%

All questions by theme

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

My work — 82%   0   Difference from previous survey   Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	41	51				92%	-1	+2	0
B02 I am sufficiently challenged by my work	38	44	8	8		83%	-1	+2	-1
B03 My work gives me a sense of personal accomplishment	30	52	11	7		82%	-1	+5 ⬦	+2
B04 I feel involved in the decisions that affect my work	25	45	21	6		69%	+1	+12 ⬦	+6 ⬦
B05 I have a choice in deciding how I do my work	39	46	11			85%	+2	+10 ⬦	+5 ⬦

Organisational objectives and purpose* — 95%   +3 ⬦   Difference from previous survey   Strength of association with engagement
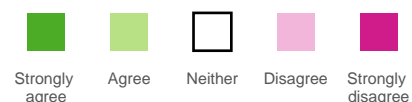
This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06 I have a clear understanding of the VMD's objectives	38	56	5			94%	+3 ⬦	+14 ⬦	+8 ⬦
B07 I understand how my work contributes to the VMD's objectives	47	50				97%	+3 ⬦	+13 ⬦	+9 ⬦

Returns : 121   Response rate : 80%   Civil Service People Survey 2017

All questions by theme

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^ indicates a variation in question wording from your previous survey

My manager   71% +1

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	21	47	21	7		69%	-3	-1	-6 ✧
B09	My manager is considerate of my life outside work	50	36	11			86%	+2	+2	-1
B10	My manager is open to my ideas	43	44	8			87%	+3	+5 ✧	+2
B11	My manager helps me to understand how I contribute to the VMD's objectives	25	49	18	6		74%	+4	+8 ✧	+3
B12	Overall, I have confidence in the decisions made by my manager	34	39	21	5		73%	-3	-2	-6 ✧
B13	My manager recognises when I have done my job well	42	38	13			80%	-4	+1	-2
B14	I receive regular feedback on my performance	25	41	21	8	5	66%	0	-2	-6 ✧
B15	The feedback I receive helps me to improve my performance	22	40	28	6		63%	0	-1	-5 ✧
B16	I think that my performance is evaluated fairly	20	45	23	7	5	65%	+1	0	-5 ✧
B17	Poor performance is dealt with effectively in my team	12	37	35	10	7	49%	+6 ✧	+9 ✧	+5 ✧

All questions by theme

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

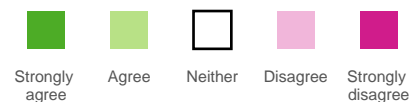### My team   91%   +3 ◇

Difference from previous survey   Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

	Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	47	48				95%	+6 ◇	+10 ◇	+8 ◇
B19	The people in my team work together to find ways to improve the service we provide	45	50	5			94%	+3 ◇	+12 ◇	+10 ◇
B20	The people in my team are encouraged to come up with new and better ways of doing things	37	46	13			83%	+1	+8 ◇	+4 ◇

Learning and development   62%   0

Difference from previous survey   Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

	Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	34	47	16			81%	-6 ◇	+18 ◇	+12 ◇
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	19	55	21			74%	+10 ◇	+22 ◇	+17 ◇
B23	There are opportunities for me to develop my career in the VMD	11	27	37	13	12	38%	-5 ◇	-9 ◇	-17 ◇
B24	Learning and development activities I have completed while working for the VMD are helping me to develop my career	16	37	35	8		53%	+2 ◇	+6 ◇	+1

All questions by theme

Inclusion and fair treatment — 84% +3

Difference from previous survey | Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25	I am treated fairly at work	33	55	9			87%	0	+7 ◇	+4 ◇
B26	I am treated with respect by the people I work with	35	53	10			88%	-1	+3	0
B27	I feel valued for the work I do	26	47	14	10		74%	+4	+8 ◇	+2
B28	I think that the VMD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	35	51	11			86%	+9 ◇	+10 ◇	+7 ◇
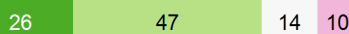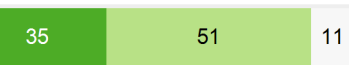
Resources and workload* — 82% 0

Difference from previous survey | Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

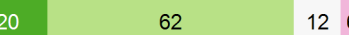|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29	I get the information I need to do my job well	20	62	12	6		82%	-3	+12 ◇	+8 ◇
B30	I have clear work objectives	28	60	7			88%	-1	+13 ◇	+8 ◇
B31	I have the skills I need to do my job effectively	31	61	6			93%	0	+4 ◇	+2
B32	I have the tools I need to do my job effectively	24	59	11	6		83%	+1	+13 ◇	+6 ◇
B33	I have an acceptable workload	12	56	12	16		68%	-2	+7 ◇	+1
B34	I achieve a good balance between my work life and my private life	29	53	8	9		82%	+5 ◇	+14 ◇	+8 ◇
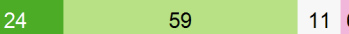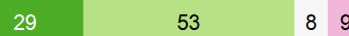
All questions by theme

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

Pay and benefits — 25%   -8 ✧

Difference from previous survey — Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

	Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35	I feel that my pay adequately reflects my performance		22	24	29	22	25%	-10 ✧	-6 ✧	-12 ✧
B36	I am satisfied with the total benefits package		34	26	21	17	36%	0	+2 ✧	-5 ✧
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable		12	28	31	26	16%	-15 ✧	-10 ✧	-17 ✧
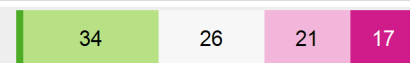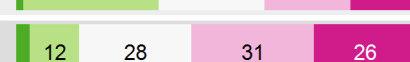
Leadership and managing change* — 54%   -1

Difference from previous survey — Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree
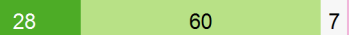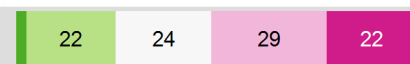
*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

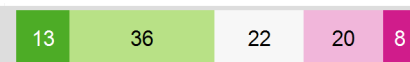|	Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38	Senior managers in the VMD are sufficiently visible	13	36	22	20	8	50%	-9 ✧	-10 ✧	-19 ✧
B39	I believe the actions of senior managers are consistent with the VMD's values	15	41	34	6		56%	-3	+2	-4 ✧
B40	I believe that the Directors have a clear vision for the future of the VMD	18	44	28	6		63%	+2	+14 ✧	+8 ✧
B41	Overall, I have confidence in the decisions made by the VMD's senior managers	13	46	31	7		60%	-3	+11 ✧	+5 ✧
B42	I feel that change is managed well in the VMD	8	36	37	12	7	45%	+2	+12 ✧	+4 ✧
B43	When changes are made in the VMD they are usually for the better	7	35	49	7		42%	-7 ✧	+9 ✧	+1
B44	The VMD keeps me informed about matters that affect me	13	52	21	12		65%	-3	+7 ✧	+1
B45	I have the opportunity to contribute my views before decisions are made that affect me	13	37	33	12		50%	+7 ✧	+12 ✧	+3
B46	I think it is safe to challenge the way things are done in the VMD	15	43	28	8	6	58%	+4	+12 ✧	+5 ✧
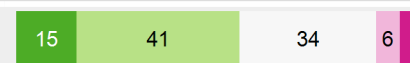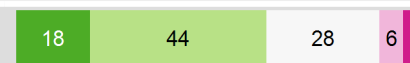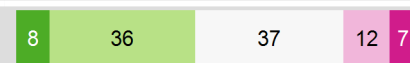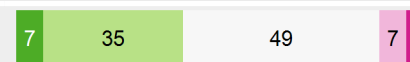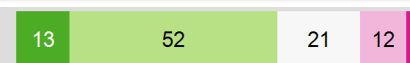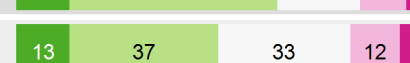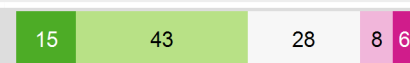
All questions by theme

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

Engagement

Strongly agree	Agree	Neither	Disagree	Strongly disagree

	Response distribution	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B47	I am proud when I tell others I am part of the VMD	20 / 45 / 32	64%	+1	+3	-4 ✧
B48	I would recommend the VMD as a great place to work	18 / 45 / 29 / 6	63%	0	+8 ✧	0
B49	I feel a strong personal attachment to the VMD	18 / 31 / 38 / 12	48%	-8 ✧	-1	-8 ✧
B50	The VMD inspires me to do the best in my job	14 / 40 / 34 / 9	55%	-4	+7 ✧	0
B51	The VMD motivates me to help it achieve its objectives	14 / 42 / 32 / 10	56%	-2	+10 ✧	+3

Taking action

Strongly agree	Agree	Neither	Disagree	Strongly disagree

	Response distribution	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52	I believe that senior managers in the VMD will take action on the results from this survey	13 / 36 / 30 / 13 / 8	48%	-5 ✧	-2	-10 ✧
B53	Where I work, I think effective action has been taken on the results of the last survey	8 / 18 / 53 / 13 / 8	26%	-10 ✧	-10 ✧	-19 ✧

All questions by theme

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Organisational culture

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B54	I am trusted to carry out my job effectively	45	48	6			93%	-1	+4 ✧	+2
B55	I believe I would be supported if I try a new idea, even if it may not work	26	50	18			76%	-2	+5 ✧	0
B56	In the VMD, people are encouraged to speak up when they identify a serious policy or delivery risk	28	47	17	5		75%	New	+9 ✧	+4 ✧
B57	I feel able to challenge inappropriate behaviour in the workplace	19	44	23	10		63%	New	0	-5 ✧
B58	The VMD is committed to creating a diverse and inclusive workplace	24	52	22			76%	New	+2	-2

Leadership statement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59	Senior managers in the VMD actively role model the behaviours set out in the Civil Service Leadership Statement	10	43	33	11		53%	+1	+6 ✧	-2
B60	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	16	47	28	7		63%	+1	-3	-9 ✧

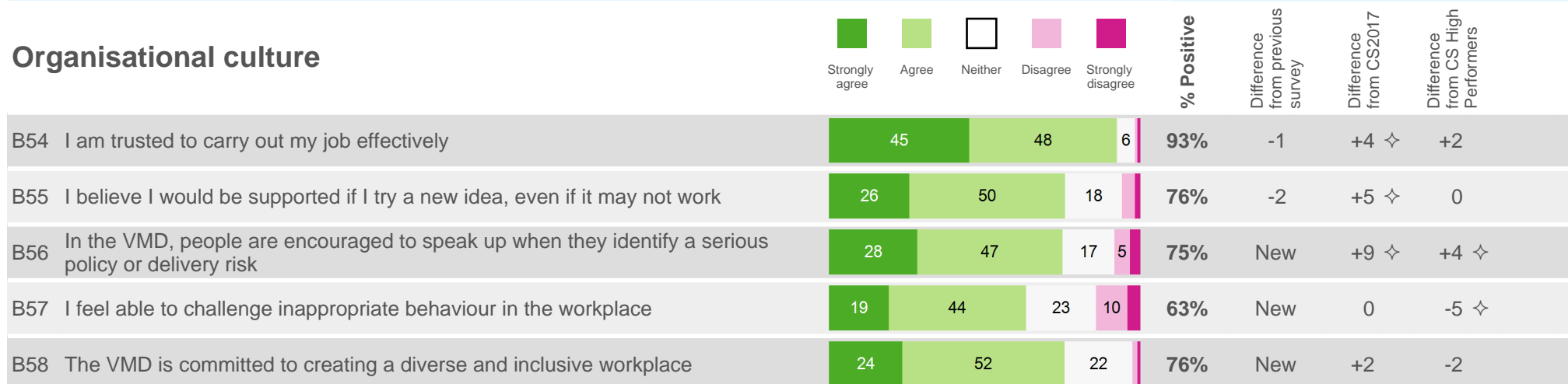### Civil Service vision

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	7	45	25	18	6	52%	New	+9 ✧	-4
B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	6	35	35	18	6	41%	New	+4 ✧	-4

Veterinary Medicines Directorate

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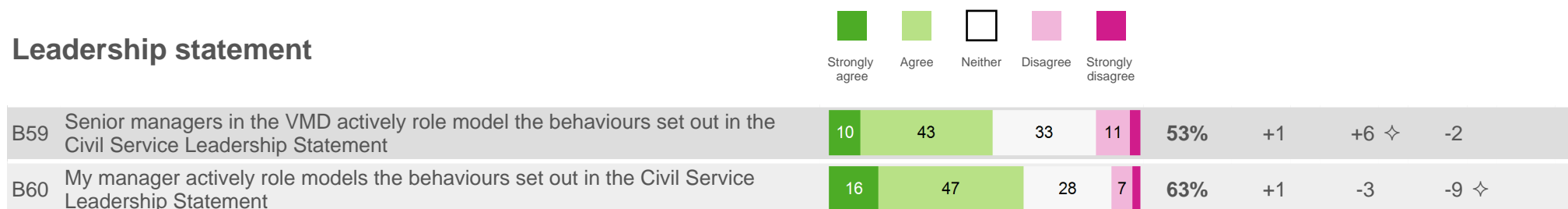
All questions by theme

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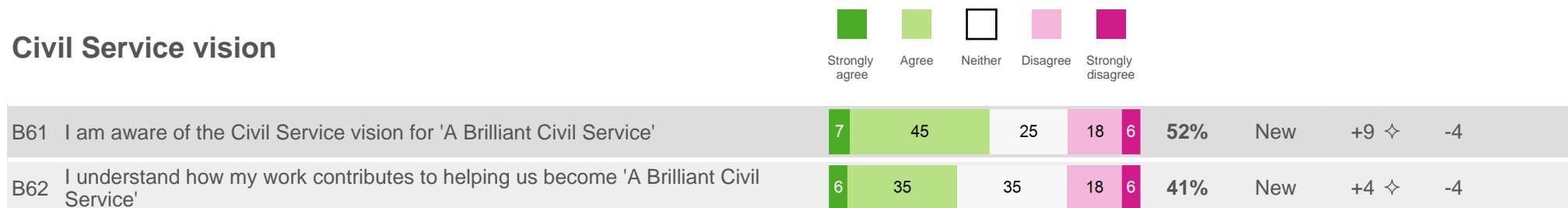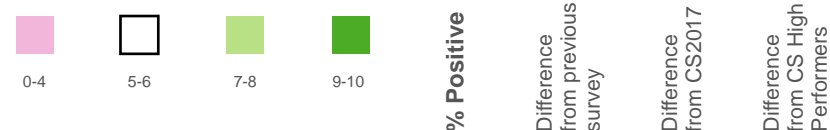^ indicates a variation in question wording from your previous survey

Wellbeing

	0-4	5-6	7-8	9-10

Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

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

	Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W01	Overall, how satisfied are you with your life nowadays?	10	20	57	13	70%	-2	+4 ✧	+2
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	17	53	23	76%	-1	+5 ✧	+3
W03	Overall, how happy did you feel yesterday?	16	17	42	25	67%	+2	+3	+1

	0-1	2-3	4-5	6-10

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

	Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	21	29	26	23	50%	-3	+2	-1

All questions by theme

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

Your plans for the future

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

		Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave the VMD as soon as possible	4%	0	-4	-8
I want to leave the VMD within the next 12 months	13%	+5	-1	-5
I want to stay working for the VMD for at least the next year	38%	-1	+4 ✧	0
I want to stay working for the VMD for at least the next three years	44%	-3	0	-8 ✧

The Civil Service Code

Differences are based on '% Yes' score

■ % Yes　■ % No

	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	88 / 12 — 88%	-4 ✧	-4 ✧	-6 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	60 / 40 — 60%	-6 ✧	-8 ✧	-14 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in the VMD it would be investigated properly?	74 / 26 — 74%	-1	+4	-2

All questions by theme

Discrimination, harassment and bullying

E01. During the past 12 months have you personally experienced discrimination at work?
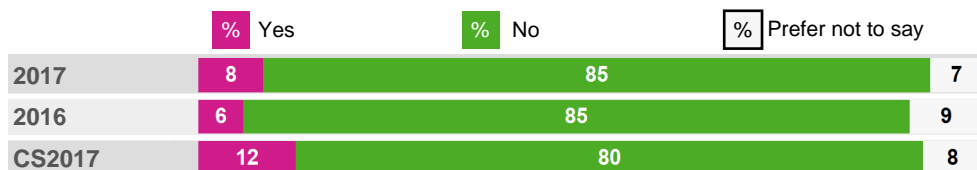
|	% Yes	% No	% Prefer not to say
2017	8	85	7
2016	6	85	9
CS2017	12	80	8

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

	% Yes	% No	% Prefer not to say
2017	8	85	7
2016	11	84	5
CS2017	11	82	7

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

	% Yes	% No	% Prefer not to say
2017	50	50	
2016	40	47	13
CS2017	37	49	15
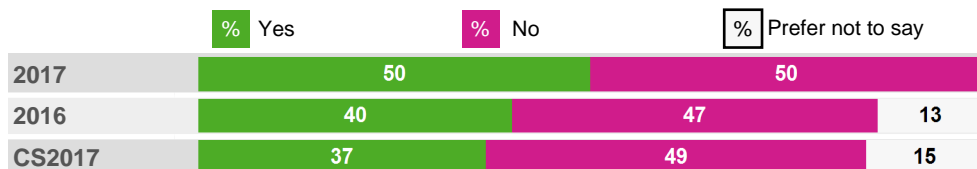
For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

	Yes	No	
2017	40	60	
2016	40	47	13
CS2017	19	62	19

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	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	--
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

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)
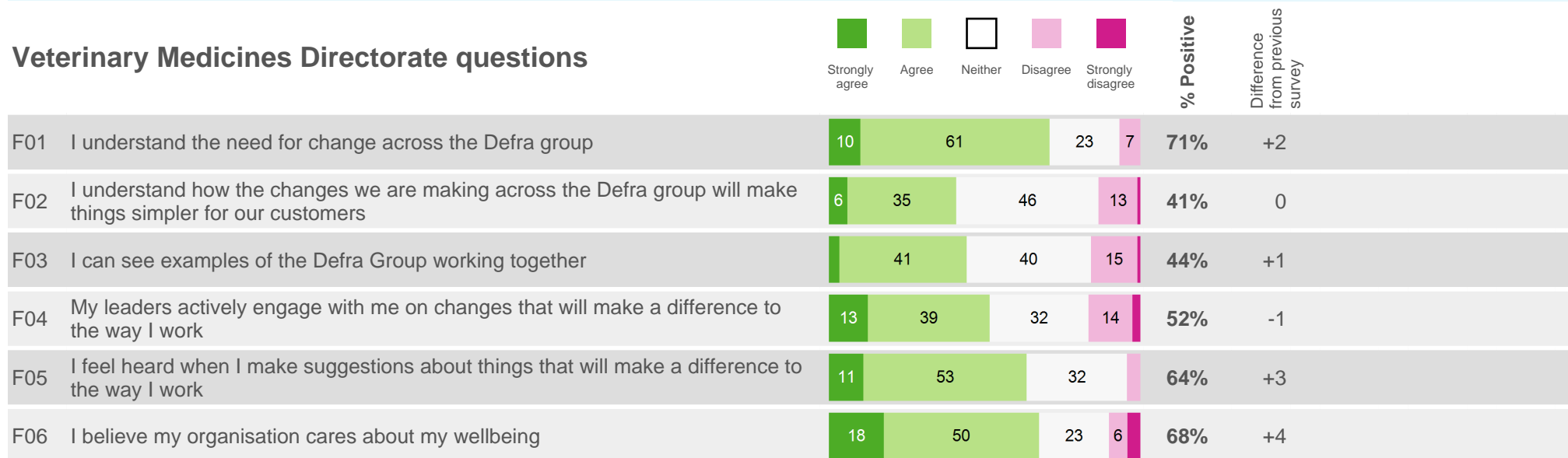
A colleague	--
Your manager	--
Another manager in my part of the VMD	--
Someone you manage	--
Someone who works for another part of the VMD	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

Returns : 121   Response rate : 80%   Civil Service People Survey 2017

All questions by theme

Veterinary Medicines Directorate questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I understand the need for change across the Defra group	10	61	23	7		71%	+2
F02	I understand how the changes we are making across the Defra group will make things simpler for our customers	6	35	46	13		41%	0
F03	I can see examples of the Defra Group working together		41	40	15		44%	+1
F04	My leaders actively engage with me on changes that will make a difference to the way I work	13	39	32	14		52%	-1
F05	I feel heard when I make suggestions about things that will make a difference to the way I work	11	53	32			64%	+3
F06	I believe my organisation cares about my wellbeing	18	50	23	6		68%	+4

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 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (B47-B51). 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

Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

Confidentiality

The survey was carried out as part of the 2017 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.