



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		36%	+3 ✧	-7 ✧	-16 ✧
My work		70%	0	-5 ✧	-8 ✧
My manager		70%	+3 ✧	+2 ✧	-1
Pay and benefits		25%	0	-6 ✧	-13 ✧
Resources and workload		68%	+2 ✧	-5 ✧	-8 ✧
Learning and development		51%	+2 ✧	0	-5 ✧
Organisational objectives and purpose		80%	+1	-3 ✧	-8 ✧
Inclusion and fair treatment		73%	+2 ✧	-3 ✧	-7 ✧
My team		78%	0	-2 ✧	-6 ✧



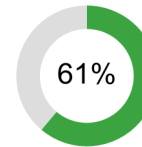
Strength of association with engagement



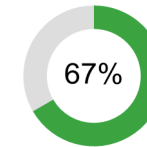
Statistically significant difference from comparison

Wellbeing

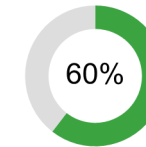
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



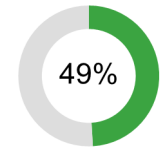
W01. Overall, how satisfied are you with your life nowadays?



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



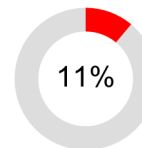
W03. Overall, how happy did you feel yesterday?



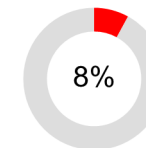
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

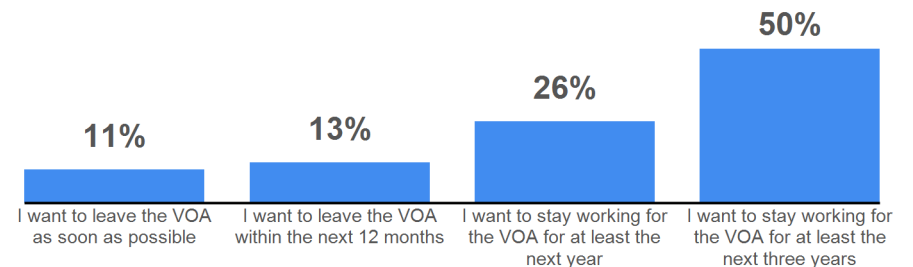


During the past 12 months have you personally experienced discrimination at work?



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

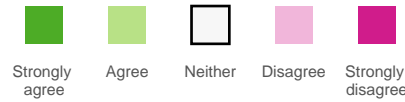
My work

70% 0

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	29	55	9	5		84%	0	-5 ◆	-7 ◆
B02 I am sufficiently challenged by my work	30	50	10	8		80%	0	0	-3 ◆
B03 My work gives me a sense of personal accomplishment	20	50	14	12		70%	+1	-5 ◆	-9 ◆
B04 I feel involved in the decisions that affect my work	11	38	19	22	10	49%	+1	-8 ◆	-13 ◆
B05 I have a choice in deciding how I do my work	18	50	13	13	6	69%	+1	-5 ◆	-10 ◆

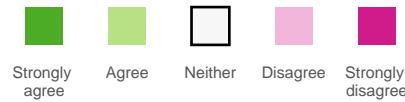
Organisational objectives and purpose

80% +1

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 VOA's purpose	21	60	11	5		81%	+1	-5 ◆	-9 ◆
B07 I have a clear understanding of the VOA's objectives	19	57	14	7		76%	+2 ◆	-4 ◆	-8 ◆
B08 I understand how my work contributes to the VOA's objectives	23	59	12			82%	+1	-1 ◆	-6 ◆



All questions by theme

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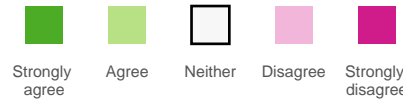
My manager

70% +3

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
B09 My manager motivates me to be more effective in my job	22	46	17	11	4	68%	+2 ◆	0	-5 ◆
B10 My manager is considerate of my life outside work	35	48	11	6	0	83%	+2 ◆	0	-3 ◆
B11 My manager is open to my ideas	29	49	14	5	5	78%	+1	-2 ◆	-6 ◆
B12 My manager helps me to understand how I contribute to the VOA's objectives	20	49	21	7	3	69%	+1	+5 ◆	0
B13 Overall, I have confidence in the decisions made by my manager	27	45	17	8	3	72%	-1	-1 ◆	-7 ◆
B14 My manager recognises when I have done my job well	28	50	12	7	3	78%	+3 ◆	0	-3 ◆
B15 I receive regular feedback on my performance	25	53	12	8	2	79%	+10 ◆	+12 ◆	+9 ◆
B16 The feedback I receive helps me to improve my performance	20	44	23	10	3	64%	+5 ◆	+1 ◆	-2 ◆
B17 I think that my performance is evaluated fairly	20	49	19	8	5	69%	+8 ◆	+6 ◆	+1
B18 Poor performance is dealt with effectively in my team	9	32	38	13	8	41%	+2 ◆	+2 ◆	-2 ◆

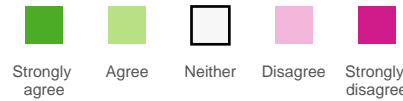
My team

78% 0

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
B19 The people in my team can be relied upon to help when things get difficult in my job	35	51	9	5	0	86%	0	+1 ◆	-1 ◆
B20 The people in my team work together to find ways to improve the service we provide	31	50	13	5	1	81%	+1	-1	-4 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	26	41	20	10	3	67%	0	-7 ◆	-12 ◆



All questions by theme

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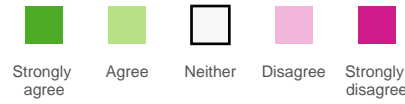
Learning and development

51% +2

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	10	49	23	14	0	59%	-1	-1 ◆	-8 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	44	26	14	0	56%	+4 ◆	+5 ◆	-1
B24	There are opportunities for me to develop my career in the VOA	10	34	23	20	13	44%	+2 ◆	+1	-7 ◆
B25	Learning and development activities I have completed while working for the VOA are helping me to develop my career	10	32	29	19	9	43%	+4 ◆	-1	-9 ◆

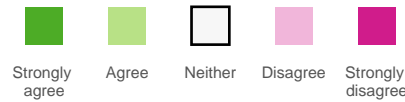
Inclusion and fair treatment

73% +2

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	22	54	13	7	0	76%	+2 ◆	-3 ◆	-7 ◆
B27	I am treated with respect by the people I work with	25	59	10	0	0	85%	0	0	-3 ◆
B28	I feel valued for the work I do	16	44	17	15	8	60%	+5 ◆	-4 ◆	-10 ◆
B29	I think that the VOA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	51	21	6	0	69%	+2 ◆	-5 ◆	-9 ◆



All questions by theme

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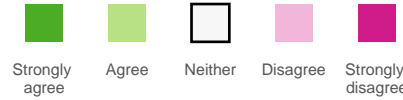
Resources and workload

68% +2

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	20	64	9	6		84%	0	+1 ◆	-3 ◆
B31 I get the information I need to do my job well	10	50	19	17		60%	+3 ◆	-9 ◆	-14 ◆
B32 I have clear work objectives	16	61	12	8		78%	+3 ◆	+3 ◆	-2 ◆
B33 I have the skills I need to do my job effectively	21	63	10	5		84%	0	-5 ◆	-7 ◆
B34 I have the tools I need to do my job effectively	9	44	18	21	9	52%	+3 ◆	-18 ◆	-23 ◆
B35 I have an acceptable workload	7	47	19	18	9	54%	+4 ◆	-5 ◆	-11 ◆
B36 I achieve a good balance between my work life and my private life	15	53	16	11	5	68%	+3 ◆	+1	-4 ◆

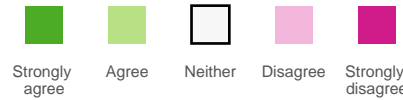
Pay and benefits

25% 0

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	23	17	29	29		25%	+1	-7 ◆	-14 ◆
B38 I am satisfied with the total benefits package	26	22	27	21		29%	-2	-5 ◆	-11 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	17	17	31	32		20%	+1	-7 ◆	-15 ◆



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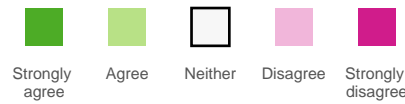
Leadership and managing change

36% +3

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 VOA as a whole is managed well	30	27	24	16	33%	+3 ◆	-14 ◆	-25 ◆	
B41 Senior managers in the VOA are sufficiently visible	7	41	26	17	9	49%	+3 ◆	-6 ◆	-17 ◆
B42 I believe the actions of senior managers are consistent with the VOA's values	34	35	16	11	38%	+3 ◆	-10 ◆	-19 ◆	
B43 I believe that directors have a clear vision for the future of the VOA	6	36	30	15	13	42%	+4 ◆	-1	-12 ◆
B44 Overall, I have confidence in the decisions made by the VOA's senior managers	26	31	21	18	30%	+4 ◆	-14 ◆	-25 ◆	
B45 I feel that change is managed well in the VOA	22	28	30	17	25%	+2 ◆	-5 ◆	-16 ◆	
B46 When changes are made in the VOA they are usually for the better	21	32	28	17	24%	+2 ◆	-6 ◆	-15 ◆	
B47 The VOA keeps me informed about matters that affect me	5	48	24	15	8	52%	+3 ◆	-3 ◆	-12 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	29	27	26	14	33%	+6 ◆	-4 ◆	-14 ◆	
B49 I think it is safe to challenge the way things are done in the VOA	5	32	28	20	15	37%	+3 ◆	-6 ◆	-12 ◆



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 VOA	6	29	36	19	10	35%	+2 ◆	-24 ◆	-31 ◆
B51 I would recommend the VOA as a great place to work	7	25	33	22	14	32%	+3 ◆	-19 ◆	-29 ◆
B52 I feel a strong personal attachment to the VOA	11	31	30	18	10	42%	+1	-6 ◆	-14 ◆
B53 The VOA inspires me to do the best in my job	6	28	34	21	10	34%	+4 ◆	-12 ◆	-19 ◆
B54 The VOA motivates me to help it achieve its objectives	5	27	35	21	12	33%	+3 ◆	-11 ◆	-18 ◆

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 VOA will take action on the results from this survey	6	30	27	20	17	36%	+1	-11 ◆	-19 ◆
B56 I believe that managers where I work will take action on the results from this survey	10	40	25	14	10	51%	+2	-5 ◆	-13 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	6	25	39	17	13	31%	+3 ◆	-4 ◆	-11 ◆



All questions by theme

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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	26	60	8	5		86%	+1	-2 ◆	-4 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	15	46	21	13		61%	+2 ◆	-8 ◆	-13 ◆
B60 When I talk about the VOA I say "we" rather than "they"	16	47	22	11	5	62%	+2 ◆	-9 ◆	-16 ◆
B61 I have some really good friendships at work	28	49	16	6		77%	0	0	-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 VOA actively role model the behaviours set out in the Civil Service Leadership Statement	5	31	43	13	8	36%	+9 ◆	-7 ◆	-13 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	17	48	26	6		65%	+7 ◆	+3 ◆	-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?	16	23	47	14	61%	+1	-5 ◆	-8 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	21	45	21	67%	0	-4 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	17	22	40	20	60%	+3 ◆	-3 ◆	-6 ◆

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 CS2016	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	22	27	21	29	49%	+1	-1	-4 ◆



All questions by theme

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Your plans for the future

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

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave the VOA as soon as possible		11%	-1	+2 ◆	0
I want to leave the VOA within the next 12 months		13%	0	-2 ◆	-6 ◆
I want to stay working for the VOA for at least the next year		26%	+1	-6 ◆	-13 ◆
I want to stay working for the VOA for at least the next three years		50%	+1	+6 ◆	-2 ◆

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?		6	94%	+1	+2 ◆	-1 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		26	74%	+3 ◆	+7 ◆	0
D03. Are you confident that if you raised a concern under the Civil Service Code in the VOA it would be investigated properly?		32	68%	+3 ◆	+1	-7 ◆

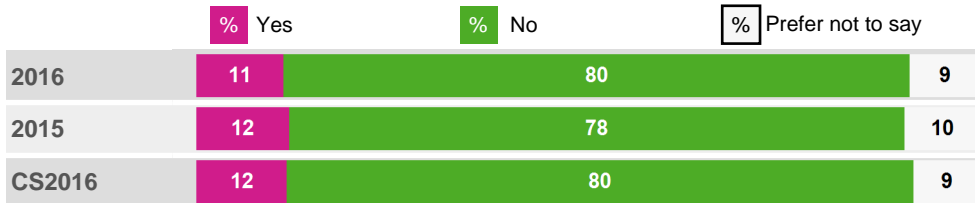


All questions by theme

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Discrimination, harassment and bullying

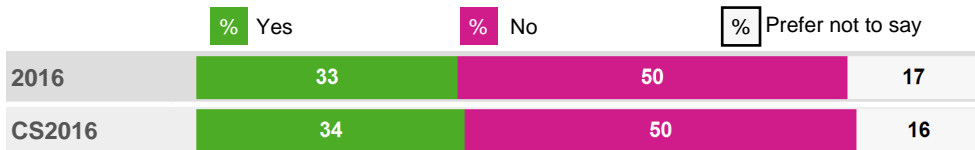
E01. During the past 12 months, have you personally experienced discrimination at work?



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)

Ground	Response Count
Age	51
Caring responsibilities	19
Disability	32
Ethnic background	15
Gender	30
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	90
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	11
Social or educational background	18
Working location	28
Working pattern	67
Any other grounds	53
Prefer not to say	29

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)

Person	Response Count
A colleague	70
Your manager	45
Another manager in my part of the VOA	41
Someone you manage	--
Someone who works for another part of the VOA	10
A member of the public	--
Someone else	--
Prefer not to say	35

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



All questions by theme

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Valuation Office Agency questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I understand what the Agency Blueprint is aiming to achieve	10	61	17	8		71%	+2 ◆
F02	I have the right working environment to do my job well (i.e. accommodation and amenities)	10	49	15	19	7	59%	+4 ◆
F03	My manager coaches and supports me to be more effective in my job	15	51	20	10		66%	--
F04	I have an agreed Personal Development Plan (PDP) for the current performance year	Yes: 74% No: 18% Don't know: 8%					74%	+6 ◆
F05	I have participated in at least 5 days of learning and development activity in the last 12 months	Yes: 82% No: 18%					82%	--
F06	Are you a home based worker? (A home based worker is an employee who works from home on a permanent basis. This does not include those who work at home from time to time)	Yes: 12% No: 88%					12%	+3 ◆
F07	Are you a member of the Senior Leadership Team (SLT)?	Yes: 4% No: 96%					4%	--
F08	Are you a member of the Corporate Leadership Community (CLC)?	Yes: 5% No: 95%					5%	--
F09	Are you an Office Head?	Yes: 3% No: 97%					3%	--



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.