

Your engagement index

50%

Difference from previous survey

+2 ✧

Difference from CS2011

-5 ✧

Difference from CS High Performers

-12 ✧

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 CS2011
B50. I am proud when I tell others I am part of VOSA	44%	+1	-9 ✧
B51. I would recommend VOSA as a great place to work	29%	+4 ✧	-14 ✧

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

B52. I feel a strong personal attachment to VOSA	41%	+3 ✧	-4 ✧
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Strive: motivated to do the best for the organisation...










B53. VOSA inspires me to do the best in my job	29%	+3 ✧	-9 ✧
B54. VOSA motivates me to help it achieve its objectives	25%	+4 ✧	-10 ✧

✧ = 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 CS2011	Difference from CS High Performers
Leadership and managing change		23%	-	-15 ✧	-24 ✧
My work		64%	+2	-7 ✧	-12 ✧
My line manager		57%	+2	-7 ✧	-10 ✧
Organisational objectives and purpose		67%	+1	-14 ✧	-19 ✧
Pay and benefits		18%	-5 ✧	-13 ✧	-21 ✧
Resources and workload		63%	0	-10 ✧	-13 ✧
Learning and development		33%	+3 ✧	-10 ✧	-18 ✧
My team		68%	+1	-9 ✧	-12 ✧
Inclusion and fair treatment		64%	+2	-9 ✧	-13 ✧


✧ = 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 CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change	Strength of association with engagement: 		
B45. I feel that change is managed well in VOSA	17%	+4 ◇	-10 ◇
B46. When changes are made in VOSA they are usually for the better	12%	+2 ◇	-11 ◇
B49. I think it is safe to challenge the way things are done in VOSA	27%	+4 ◇	-11 ◇
B43. I believe that the board has a clear vision for the future of VOSA	28%	+8 ◇	-11 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	22%	+7 ◇	-14 ◇
B47. VOSA keeps me informed about matters that affect me	40%	+4 ◇	-15 ◇
B42. I believe the actions of Directors and Grade 7 managers are consistent with VOSA's values	20%	-	-18 ◇
B41. Directors and Grade 7 managers in VOSA are sufficiently visible	26%	-	-19 ◇
B40. I feel that VOSA as a whole is managed well	21%	+6 ◇	-20 ◇
B44. Overall, I have confidence in the decisions made by VOSA's Directors and Grade 7 managers	17%	-	-20 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My work	Strength of association with engagement: 		
B01. I am interested in my work	88%	-1	-1
B02. I am sufficiently challenged by my work	74%	+2	-1
B03. My work gives me a sense of personal accomplishment	70%	+2	-3 ◇
B04. I feel involved in the decisions that affect my work	36%	+4 ◇	-14 ◇
B05. I have a choice in deciding how I do my work	55%	+3 ◇	-16 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My line manager	Strength of association with engagement: 		
B12. My manager helps me to understand how I contribute to VOSA's objectives	55%	+5 ◇	-4 ◇
B10. My manager is considerate of my life outside work	74%	+2	-5 ◇
B09. My manager motivates me to be more effective in my job	58%	+5 ◇	-5 ◇
B15. I receive regular feedback on my performance	55%	+3	-5 ◇
B14. My manager recognises when I have done my job well	70%	+1	-6 ◇
B18. Poor performance is dealt with effectively in my team	30%	+2	-7 ◇
B16. The feedback I receive helps me to improve my performance	50%	+2	-8 ◇
B11. My manager is open to my ideas	70%	+2	-8 ◇
B13. Overall, I have confidence in the decisions made by my manager	59%	+2	-11 ◇
B17. I think that my performance is evaluated fairly	50%	0	-12 ◇

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 CS2011	Difference from CS High Performers
My work									
:Strength of association with engagement									
B01. I am interested in my work	40	47	8			88%	-1	-1	-4 ◇
B02. I am sufficiently challenged by my work	24	50	15	9		74%	+2	-1	-5 ◇
B03. My work gives me a sense of personal accomplishment	21	49	18	9	4	70%	+2	-3 ◇	-8 ◇
B04. I feel involved in the decisions that affect my work	8	28	25	24	16	36%	+4 ◇	-14 ◇	-24 ◇
B05. I have a choice in deciding how I do my work	13	42	21	15	10	55%	+3 ◇	-16 ◇	-22 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of VOSA's purpose	21	50	15	9	5	71%	0	-13 ◇	-18 ◇
B07. I have a clear understanding of VOSA's objectives	17	44	21	12	6	61%	+2	-18 ◇	-23 ◇
B08. I understand how my work contributes to VOSA's objectives	19	50	20	7	4	69%	+1	-12 ◇	-17 ◇

All questions by theme

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My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	16	42	22	13	7	58%	+5 ◇	-5 ◇	-9 ◇
B10. My manager is considerate of my life outside work	32	42	16	5	4	74%	+2	-5 ◇	-8 ◇
B11. My manager is open to my ideas	25	46	17	7	5	70%	+2	-8 ◇	-11 ◇
B12. My manager helps me to understand how I contribute to VOSA's objectives	15	40	30	10	5	55%	+5 ◇	-4 ◇	-10 ◇
B13. Overall, I have confidence in the decisions made by my manager	20	39	22	11	8	59%	+2	-11 ◇	-15 ◇
B14. My manager recognises when I have done my job well	22	48	18	8	5	70%	+1	-6 ◇	-9 ◇
B15. I receive regular feedback on my performance	15	40	24	14	7	55%	+3	-5 ◇	-11 ◇
B16. The feedback I receive helps me to improve my performance	14	36	30	13	7	50%	+2	-8 ◇	-12 ◇
B17. I think that my performance is evaluated fairly	13	37	27	14	9	50%	0	-12 ◇	-17 ◇
B18. Poor performance is dealt with effectively in my team	7	23	33	20	17	30%	+2	-7 ◇	-10 ◇

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	30	47	12	7	4	78%	+1	-5 ◇	-7 ◇
B20. The people in my team work together to find ways to improve the service we provide	24	45	19	8	4	69%	0	-9 ◇	-13 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	17	40	24	13	6	57%	+3 ◇	-12 ◇	-18 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

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✧ indicates statistically significant difference from comparison



Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	5	31	34	20	10	36%	+4 ✧	-19 ✧	-28 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	25	40	17	12	32%	-2	-13 ✧	-20 ✧
B24. There are opportunities for me to develop my career in VOSA	4	21	27	25	23	25%	+7 ✧	-6 ✧	-14 ✧
B25. Learning and development activities I have completed while working for VOSA are helping me to develop my career	8	30	33	17	12	38%	+2	-2 ✧	-7 ✧

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	17	54	16	7	4	72%	0	-6 ✧	-9 ✧
B27. I am treated with respect by the people I work with	21	59	13	5		79%	+1	-4 ✧	-7 ✧
B28. I feel valued for the work I do	12	37	25	17	9	49%	+5 ✧	-10 ✧	-17 ✧
B29. I think that VOSA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	13	42	32	9	5	55%	+3 ✧	-16 ✧	-22 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	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	18	61	14	5	79%	+1	-4 ✧	-7 ✧	
B31. I get the information I need to do my job well	9	42	27	17	51%	+1	-16 ✧	-20 ✧	
B32. I have clear work objectives	13	54	20	9	68%	+3 ✧	-6 ✧	-10 ✧	
B33. I have the skills I need to do my job effectively	20	58	13	6	79%	-2	-9 ✧	-12 ✧	
B34. I have the tools I need to do my job effectively	10	41	24	18	51%	-3	-19 ✧	-25 ✧	
B35. I have an acceptable workload	6	43	24	18	49%	-2	-12 ✧	-16 ✧	
B36. I achieve a good balance between my work life and my private life	13	51	22	10	64%	-2	-3 ✧	-9 ✧	
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	14	16	35	34	16%	-6 ✧	-17 ✧	-24 ✧	
B38. I am satisfied with the total benefits package	19	24	30	25	21%	-7 ✧	-13 ✧	-20 ✧	
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	15	17	33	32	17%	-4 ✧	-10 ✧	-18 ✧	

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Leadership and managing change									
:Strength of association with engagement									
B40. I feel that VOSA as a whole is managed well	19	30	28	21	21%	+6 ◇	-20 ◇	-34 ◇	
B41. Directors and Grade 7 managers in VOSA are sufficiently visible	5	21	29	26	19	26%	-	-19 ◇	-33 ◇
B42. I believe the actions of Directors and Grade 7 managers are consistent with VOSA's values	18	42	20	17	20%	-	-18 ◇	-30 ◇	
B43. I believe that the board has a clear vision for the future of VOSA	5	23	32	22	18	28%	+8 ◇	-11 ◇	-23 ◇
B44. Overall, I have confidence in the decisions made by VOSA's Directors and Grade 7 managers	14	32	27	25	17%	-	-20 ◇	-31 ◇	
B45. I feel that change is managed well in VOSA	16	28	36	19	17%	+4 ◇	-10 ◇	-20 ◇	
B46. When changes are made in VOSA they are usually for the better	10	34	33	20	12%	+2 ◇	-11 ◇	-19 ◇	
B47. VOSA keeps me informed about matters that affect me	5	35	29	20	11	40%	+4 ◇	-15 ◇	-22 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	19	28	30	21	22%	+7 ◇	-14 ◇	-22 ◇	
B49. I think it is safe to challenge the way things are done in VOSA	4	23	29	25	19	27%	+4 ◇	-11 ◇	-19 ◇

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of VOSA	10	33	38	13	6	44%	+1	-9 ◇	-22 ◇
B51. I would recommend VOSA as a great place to work	6	23	38	21	11	29%	+4 ◇	-14 ◇	-26 ◇
B52. I feel a strong personal attachment to VOSA	9	32	32	17	9	41%	+3 ◇	-4 ◇	-12 ◇
B53. VOSA inspires me to do the best in my job	6	23	39	22	10	29%	+3 ◇	-9 ◇	-20 ◇
B54. VOSA motivates me to help it achieve its objectives	4	21	39	24	12	25%	+4 ◇	-10 ◇	-20 ◇
Taking action									
B55. I believe that Directors and Grade 7 managers in VOSA will take action on the results from this survey	5	24	27	22	22	29%	-	-10 ◇	-21 ◇
B56. I believe that managers where I work will take action on the results from this survey	11	36	25	16	13	47%	+8 ◇	-2 ◇	-9 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	8	22	33	20	17	30%	-	+1	-7 ◇

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave VOSA as soon as possible		9%	0	+1 ^	-1 ^
I want to leave VOSA within the next 12 months		10%	+1	-1 ^	-5 ^
I want to stay working for VOSA for at least the next year		20%	+2 ^	-7 ^	-15 ^
I want to stay working for VOSA for at least the next three years		61%	-3 ^	+8 ^	+1

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		17	83%	+6 ^	-3 ^	-8 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		42	58%	+11 ^	-1	-7 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in VOSA it would be investigated properly?		47	53%	+7 ^	-11 ^	-18 ^

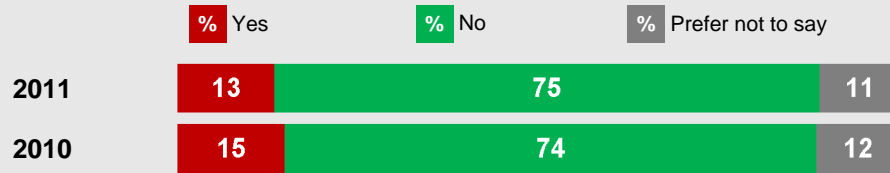
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

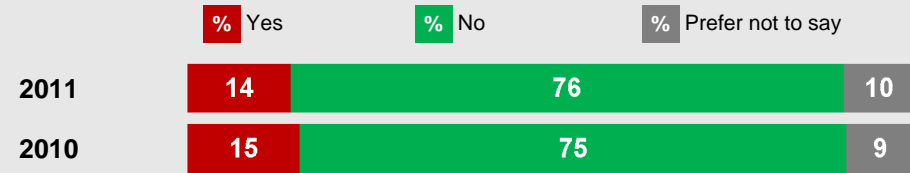
All questions by theme

Discrimination, harassment and bullying

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

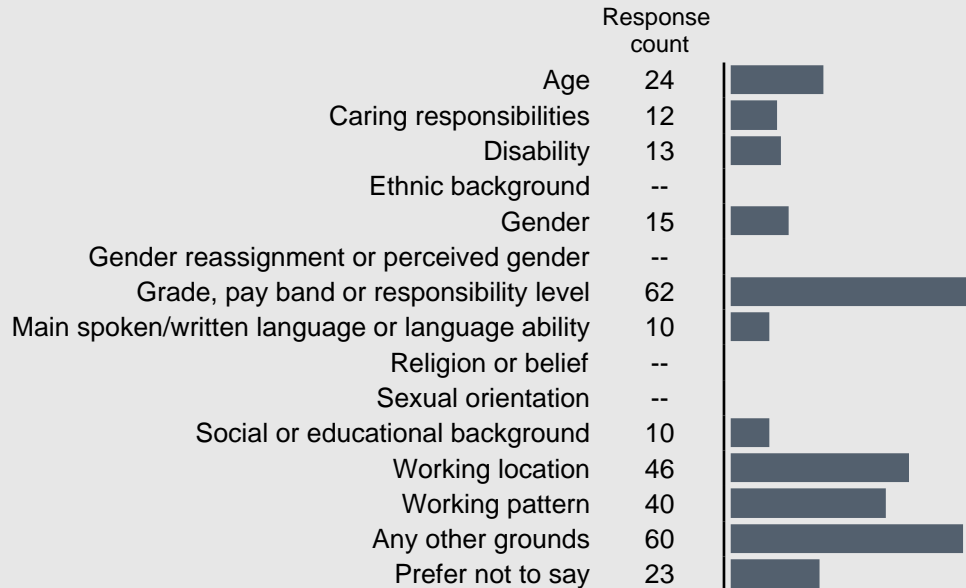


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

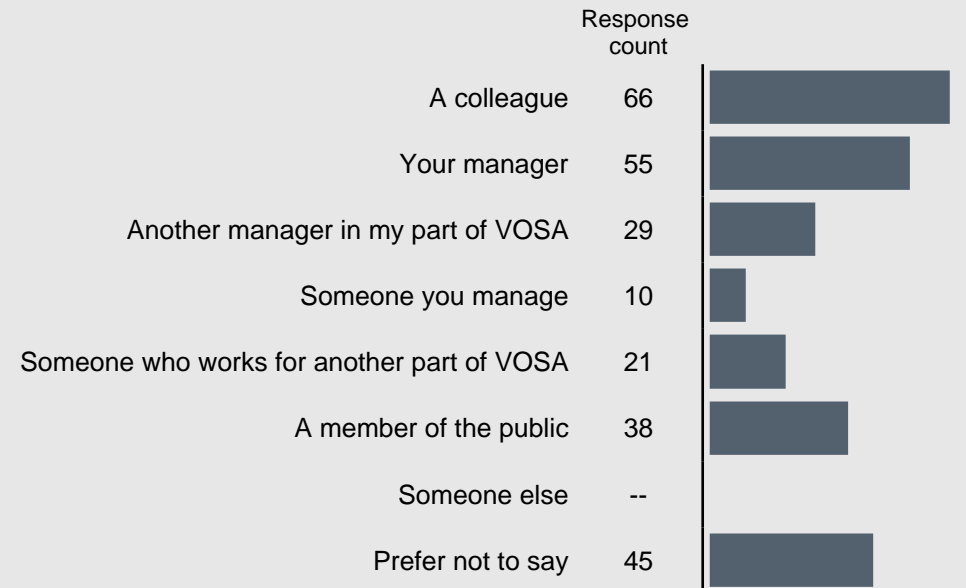
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

For respondents who selected 'Yes' to question E03.

E04. 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 '--'

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 2010 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✧

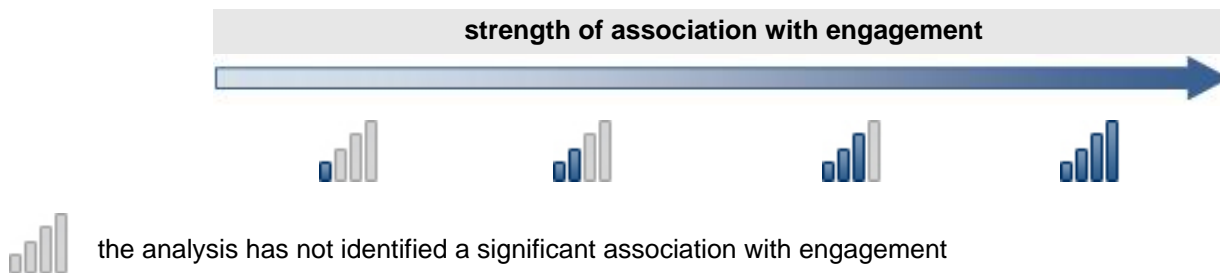
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2011 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 the 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.