

Your engagement index

51%

Difference from
previous survey

-1 ✧

Difference from CS2013

-7 ✧

Difference from CS
High Performers

-11 ✧

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 CS2013
B50. I am proud when I tell others I am part of VOSA	43%	-1	-13 ✧
B51. I would recommend VOSA as a great place to work	30%	-1	-15 ✧

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

B52. I feel a strong personal attachment to VOSA	39%	-1	-7 ✧
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Strive: motivated to do the best for the organisation...










B53. VOSA inspires me to do the best in my job	33%	+1	-10 ✧
B54. VOSA motivates me to help it achieve its objectives	28%	+1	-12 ✧

✧ = 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 CS2013	Difference from CS High Performers
Leadership and managing change		26%	0	-15 ✧	-24 ✧
My work		66%	0	-8 ✧	-12 ✧
My manager		61%	+2 ✧	-6 ✧	-8 ✧
Resources and workload		66%	+1	-8 ✧	-11 ✧
Learning and development		34%	-1	-13 ✧	-20 ✧
Pay and benefits		15%	-2 ✧	-14 ✧	-19 ✧
Organisational objectives and purpose		69%	0	-13 ✧	-18 ✧
My team		68%	+1	-12 ✧	-14 ✧
Inclusion and fair treatment		66%	+1	-9 ✧	-12 ✧




✧ = 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 CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change		Strength of association with engagement: 	
B45. I feel that change is managed well in VOSA	20%	+1 ◇	-9 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	25%	+2 ◇	-11 ◇
B49. I think it is safe to challenge the way things are done in VOSA	27%	+1	-11 ◇
B43. I believe that the Board has a clear vision for the future of VOSA	30%	-4 ◇	-11 ◇
B46. When changes are made in VOSA they are usually for the better	15%	-2 ◇	-12 ◇
B47. VOSA keeps me informed about matters that affect me	44%	+3 ◇	-14 ◇
B40. I feel that VOSA as a whole is managed well	26%	0	-17 ◇
B42. I believe the actions of Directors and Grade 7 managers are consistent with VOSA's values	25%	-1	-19 ◇
B44. Overall, I have confidence in the decisions made by VOSA's Directors and Grade 7 managers	22%	0	-19 ◇
B41. Directors and Grade 7 managers in VOSA are sufficiently visible	31%	+1	-20 ◇
My work		Strength of association with engagement: 	
B01. I am interested in my work	87%	-3 ◇	-2 ◇
B02. I am sufficiently challenged by my work	75%	+1	-2 ◇
B03. My work gives me a sense of personal accomplishment	70%	+1	-5 ◇
B04. I feel involved in the decisions that affect my work	39%	+1	-15 ◇
B05. I have a choice in deciding how I do my work	57%	0	-15 ◇
My manager		Strength of association with engagement: 	
B10. My manager is considerate of my life outside work	79%	+1	-2 ◇
B12. My manager helps me to understand how I contribute to VOSA's objectives	60%	+4 ◇	-2 ◇
B18. Poor performance is dealt with effectively in my team	36%	+3 ◇	-2 ◇
B15. I receive regular feedback on my performance	60%	0	-4 ◇
B09. My manager motivates me to be more effective in my job	60%	+2	-5 ◇
B14. My manager recognises when I have done my job well	72%	+2 ◇	-5 ◇
B17. I think that my performance is evaluated fairly	57%	+2 ◇	-6 ◇
B13. Overall, I have confidence in the decisions made by my manager	65%	+4 ◇	-6 ◇
B16. The feedback I receive helps me to improve my performance	53%	+2 ◇	-6 ◇
B11. My manager is open to my ideas	72%	+1	-7 ◇

All questions by theme

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

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My work

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	40	47	9			87%	-3 ◇	-2 ◇	-5 ◇
B02. I am sufficiently challenged by my work	28	47	14	8		75%	+1	-2 ◇	-6 ◇
B03. My work gives me a sense of personal accomplishment	24	46	18	9		70%	+1	-5 ◇	-9 ◇
B04. I feel involved in the decisions that affect my work	10	29	22	23	16	39%	+1	-15 ◇	-22 ◇
B05. I have a choice in deciding how I do my work	15	42	20	14	9	57%	0	-15 ◇	-20 ◇

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of VOSA's purpose	22	49	15	10	4	71%	-3 ◇	-13 ◇	-18 ◇
B07. I have a clear understanding of VOSA's objectives	18	47	18	13	4	64%	-1	-15 ◇	-21 ◇
B08. I understand how my work contributes to VOSA's objectives	21	51	19	7		73%	+3 ◇	-10 ◇	-14 ◇

All questions by theme

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

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My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	18	42	21	11	8	60%	+2	-5 ◇	-9 ◇
B10. My manager is considerate of my life outside work	36	42	12	5	4	79%	+1	-2 ◇	-5 ◇
B11. My manager is open to my ideas	25	47	16	7	5	72%	+1	-7 ◇	-10 ◇
B12. My manager helps me to understand how I contribute to VOSA's objectives	18	42	27	9	4	60%	+4 ◇	-2 ◇	-7 ◇
B13. Overall, I have confidence in the decisions made by my manager	24	41	19	8	8	65%	+4 ◇	-6 ◇	-11 ◇
B14. My manager recognises when I have done my job well	24	48	15	8	5	72%	+2 ◇	-5 ◇	-8 ◇
B15. I receive regular feedback on my performance	16	44	23	11	6	60%	0	-4 ◇	-8 ◇
B16. The feedback I receive helps me to improve my performance	16	37	30	10	6	53%	+2 ◇	-6 ◇	-12 ◇
B17. I think that my performance is evaluated fairly	16	41	24	12	7	57%	+2 ◇	-6 ◇	-10 ◇
B18. Poor performance is dealt with effectively in my team	8	28	34	15	14	36%	+3 ◇	-2 ◇	-6 ◇

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	14	6		77%	0	-7 ◇	-9 ◇
B20. The people in my team work together to find ways to improve the service we provide	24	44	19	9		69%	+1	-11 ◇	-14 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	18	39	26	12	6	57%	+2 ◇	-16 ◇	-19 ◇

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 CS2013	Difference from CS High Performers
Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	8	37	29	18	8	44%	0	-16 ◇	-20 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	24	38	21	10	31%	-2 ◇	-16 ◇	-22 ◇
B24. There are opportunities for me to develop my career in VOSA	5	25	27	22	20	31%	+2 ◇	-7 ◇	-17 ◇
B25. Learning and development activities I have completed while working for VOSA are helping me to develop my career	7	25	36	20	12	31%	-5 ◇	-10 ◇	-17 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	19	54	15	8	4	73%	+1	-5 ◇	-8 ◇
B27. I am treated with respect by the people I work with	23	58	13	4		81%	+2 ◇	-3 ◇	-6 ◇
B28. I feel valued for the work I do	14	37	25	16	9	51%	+1	-12 ◇	-17 ◇
B29. I think that VOSA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	14	43	30	8	5	58%	0	-15 ◇	-20 ◇

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 Difference from CS High Performers

Resources and workload

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	20	61	13	5	5	80%	0	-3 ◇	-6 ◇
B31. I get the information I need to do my job well	10	45	23	17	5	55%	+3 ◇	-14 ◇	-18 ◇
B32. I have clear work objectives	14	56	19	8	5	70%	+2 ◇	-5 ◇	-10 ◇
B33. I have the skills I need to do my job effectively	22	58	13	5	5	81%	+2 ◇	-8 ◇	-10 ◇
B34. I have the tools I need to do my job effectively	12	42	19	17	9	55%	0	-17 ◇	-21 ◇
B35. I have an acceptable workload	8	44	23	17	8	52%	0	-7 ◇	-13 ◇
B36. I achieve a good balance between my work life and my private life	14	52	21	9	5	66%	-1	-2 ◇	-7 ◇

Pay and benefits

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	12	16	31	40	5	13%	-3 ◇	-16 ◇	-22 ◇
B38. I am satisfied with the total benefits package	16	24	28	31	5	18%	-2 ◇	-14 ◇	-20 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	12	17	30	39	5	14%	-2 ◇	-12 ◇	-18 ◇

All questions by theme

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Leadership and managing change

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B40. I feel that VOSA as a whole is managed well	23	29	25	20	26%	0	-17 ◇	-30 ◇	
B41. Directors and Grade 7 managers in VOSA are sufficiently visible	5	26	28	24	18	31%	+1	-20 ◇	-31 ◇
B42. I believe the actions of Directors and Grade 7 managers are consistent with VOSA's values	4	21	41	17	17	25%	-1	-19 ◇	-30 ◇
B43. I believe that the Board has a clear vision for the future of VOSA	6	24	34	18	18	30%	-4 ◇	-11 ◇	-25 ◇
B44. Overall, I have confidence in the decisions made by VOSA's Directors and Grade 7 managers	18	33	22	23	22%	0	-19 ◇	-29 ◇	
B45. I feel that change is managed well in VOSA	17	30	31	19	20%	+1 ◇	-9 ◇	-19 ◇	
B46. When changes are made in VOSA they are usually for the better	13	34	31	20	15%	-2 ◇	-12 ◇	-20 ◇	
B47. VOSA keeps me informed about matters that affect me	5	39	29	16	11	44%	+3 ◇	-14 ◇	-20 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	22	27	27	21	25%	+2 ◇	-11 ◇	-19 ◇	
B49. I think it is safe to challenge the way things are done in VOSA	4	23	30	22	20	27%	+1	-11 ◇	-21 ◇

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 CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of VOSA	11	33	36	14	7	43%	-1	-13 ◇	-22 ◇
B51. I would recommend VOSA as a great place to work	7	23	36	21	13	30%	-1	-15 ◇	-26 ◇
B52. I feel a strong personal attachment to VOSA	10	29	33	17	11	39%	-1	-7 ◇	-13 ◇
B53. VOSA inspires me to do the best in my job	7	26	37	20	10	33%	+1	-10 ◇	-17 ◇
B54. VOSA motivates me to help it achieve its objectives	6	22	37	22	12	28%	+1	-12 ◇	-20 ◇
Taking action									
B55. I believe that Directors and Grade 7 managers in VOSA will take action on the results from this survey	5	22	27	24	23	27%	-1	-16 ◇	-25 ◇
B56. I believe that managers where I work will take action on the results from this survey	12	35	25	14	14	47%	+1	-7 ◇	-12 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	8	24	35	17	16	32%	+1	-1	-8 ◇

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 CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	29	56	9	4	85%	+3 ◇	-3 ◇	-5 ◇	
B59. I believe I would be supported if I try a new idea, even if it may not work	14	41	25	14	55%	+4 ◇	-12 ◇	-15 ◇	
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	10	42	31	12	52%	0	-13 ◇	-18 ◇	
B61. When I talk about VOSA I say "we" rather than "they"	14	40	26	14	54%	+1	-13 ◇	-22 ◇	
B62. I have some really good friendships at work	27	47	20	4	75%	+3 ◇	-1 ◇	-5 ◇	

Please note these questions were not asked on paper surveys in 2012.

All questions by theme

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

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%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

Wellbeing

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

W01. Overall, how satisfied are you with your life nowadays?	20	22	42	15	58%	+2	-5 ◇	-9 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	14	21	43	22	65%	+1	-4 ◇	-8 ◇
W03. Overall, how happy did you feel yesterday?	22	21	37	20	57%	-1	-3 ◇	-6 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	31	23	18	28	53%	0	+3 ◇	0

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 CS2013	Difference from CS High Performers
I want to leave VOSA as soon as possible		9%	+1	+1 ^	-2 ^
I want to leave VOSA within the next 12 months		10%	+2	-3 ^	-6 ^
I want to stay working for VOSA for at least the next year		24%	+2	-6 ^	-11 ^
I want to stay working for VOSA for at least the next three years		57%	-4 ^	+9 ^	-1 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		10	90%	+4 ^	+1	-4 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		30	70%	+6 ^	+6 ^	0
D03. Are you confident that if you raised a concern under the Civil Service Code in VOSA it would be investigated properly?		42	58%	+3 ^	-10 ^	-15 ^

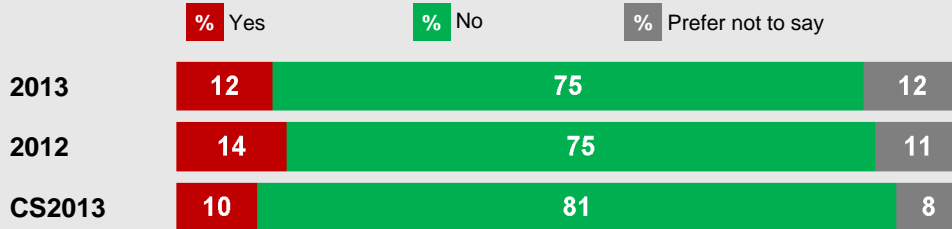
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

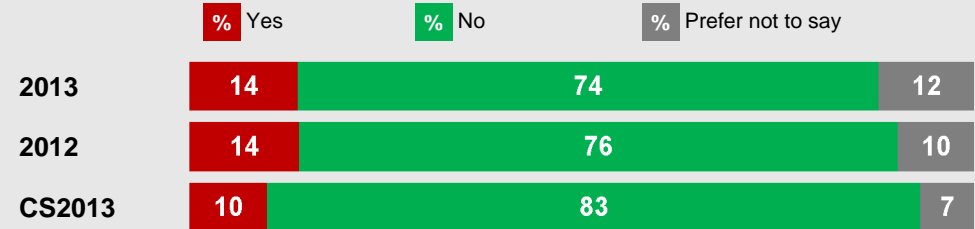
All questions by theme

Discrimination, harassment and bullying

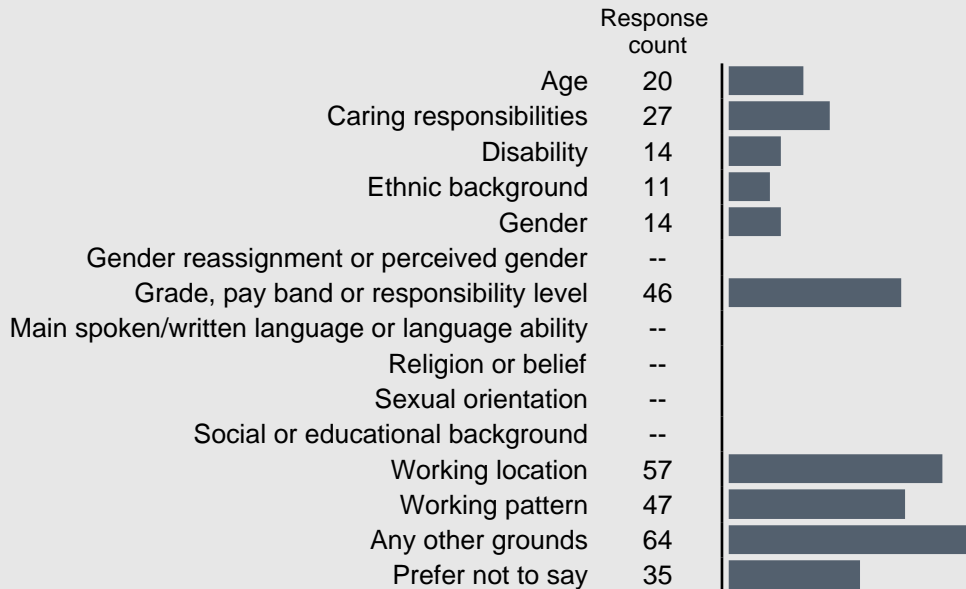
E01. During the past 12 months, have you personally experienced discrimination at work?



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

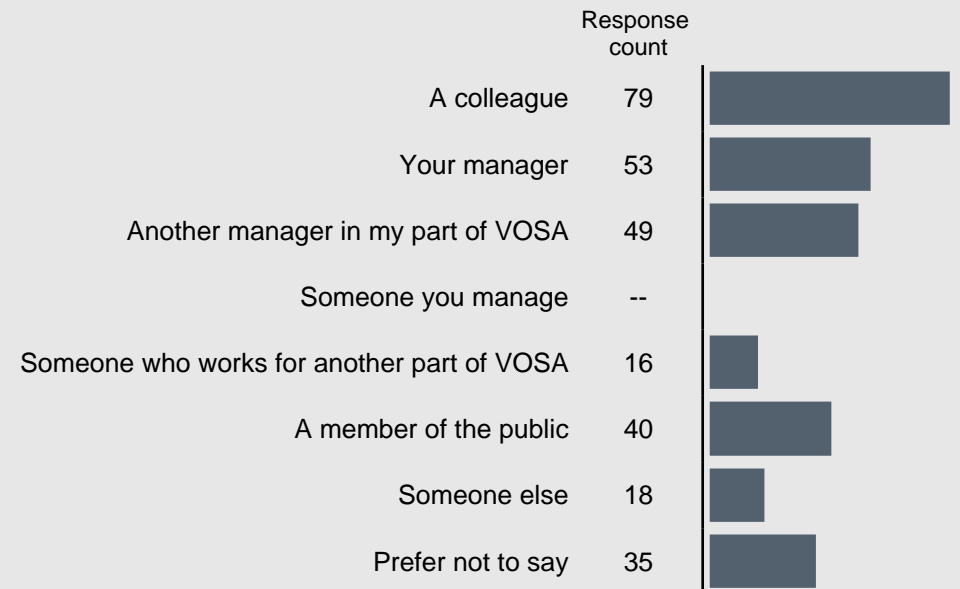


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



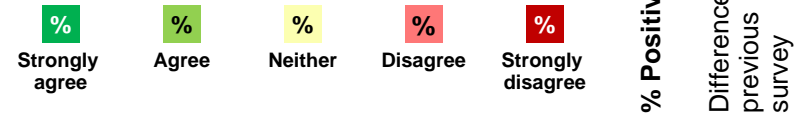
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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VOSA questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey		
F01. I understand the behaviours expected of my manager in the Civil Service Competency Framework	12	55	24	7		68%	-		
F02. My manager displays the behaviours expected of them in the Civil Service Competency Framework	16	45	29	7		60%	-		
F03. I believe that the increased focus on behaviour competencies will help my team achieve better outcomes	7	34	39	15	5	41%	-		
F04. My manager encourages me to make time for learning and development	12	43	28	11	6	55%	+18 ✦		
F05. My team have regular meetings (at least once a quarter)	29	55	7	5	4	84%	-		
F06. My manager keeps me informed about general VOSA topics and changes	20	52	17	6		73%	-		
F07. VOSALink keeps me informed about general VOSA topics and changes	17	60	18			77%	-3 ✦		
F08. In response to last year's survey results my team created a local action plan	Yes: 47%			No: 15%		Don't know: 38%		47%	+4 ✦
F09. My views were taken into account in putting together our local action plan	Yes: 36%			No: 24%		Don't know: 39%		36%	+3 ✦
F10. My manager has shared the Good Manager Guide with my team	Yes: 35%			No: 29%		Don't know: 36%		35%	-

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 2012 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.
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✦

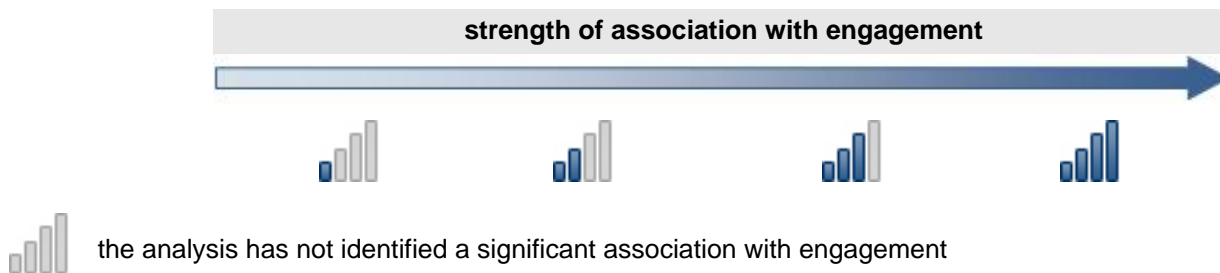
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2013 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.