

Your engagement index

41%

Difference from previous survey

-4 ✧

Difference from CS2013

-17 ✧

Difference from CS High Performers

-21 ✧

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 the VOA	25%	-1 ✧	-31 ✧
B51. I would recommend the VOA as a great place to work	21%	-3 ✧	-24 ✧

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

B52. I feel a strong personal attachment to the VOA	34%	-3 ✧	-12 ✧
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Strive: motivated to do the best for the organisation...

B53. The VOA inspires me to do the best in my job	22%	-2 ✧	-21 ✧
B54. The VOA motivates me to help it achieve its objectives	21%	-1	-19 ✧

✧ = 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		25%	0	-16 ✧	-26 ✧
My work		66%	+1	-8 ✧	-12 ✧
Learning and development		39%	0	-8 ✧	-15 ✧
My manager		62%	+1 ✧	-5 ✧	-8 ✧
Resources and workload		67%	0	-7 ✧	-10 ✧
Pay and benefits		24%	+4 ✧	-5 ✧	-10 ✧
Organisational objectives and purpose		71%	-3 ✧	-11 ✧	-16 ✧
Inclusion and fair treatment		63%	-3 ✧	-11 ✧	-14 ✧
My team		74%	+2 ✧	-5 ✧	-7 ✧




✧ = 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: 	
B43. I believe that directors have a clear vision for the future of the VOA	30%	+3 ◇	-12 ◇
B49. I think it is safe to challenge the way things are done in the VOA	26%	-3 ◇	-12 ◇
B46. When changes are made in the VOA they are usually for the better	14%	+1	-13 ◇
B45. I feel that change is managed well in the VOA	16%	0	-13 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	21%	-1	-15 ◇
B41. Senior managers in the VOA are sufficiently visible	36%	+2 ◇	-15 ◇
B47. The VOA keeps me informed about matters that affect me	42%	+2 ◇	-16 ◇
B42. I believe the actions of senior managers are consistent with the VOA's values	26%	0	-17 ◇
B44. Overall, I have confidence in the decisions made by the VOA's senior managers	19%	+1 ◇	-22 ◇
B40. I feel that the VOA as a whole is managed well	21%	-1	-22 ◇
My work		Strength of association with engagement: 	
B02. I am sufficiently challenged by my work	74%	0	-3 ◇
B05. I have a choice in deciding how I do my work	65%	+2 ◇	-8 ◇
B01. I am interested in my work	80%	-2 ◇	-9 ◇
B03. My work gives me a sense of personal accomplishment	66%	+2 ◇	-9 ◇
B04. I feel involved in the decisions that affect my work	44%	+4 ◇	-10 ◇
Learning and development		Strength of association with engagement: 	
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	45%	+3 ◇	-2 ◇
B22. I am able to access the right learning and development opportunities when I need to	55%	+1	-5 ◇
B25. Learning and development activities I have completed while working for the VOA are helping me to develop my career	31%	-1	-10 ◇
B24. There are opportunities for me to develop my career in the VOA	26%	-2 ◇	-12 ◇

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	27	53	12	5		80%	-2 ◇	-9 ◇	-12 ◇
B02. I am sufficiently challenged by my work	26	48	13	8	4	74%	0	-3 ◇	-7 ◇
B03. My work gives me a sense of personal accomplishment	17	48	16	11	7	66%	+2 ◇	-9 ◇	-13 ◇
B04. I feel involved in the decisions that affect my work	9	35	19	22	15	44%	+4 ◇	-10 ◇	-16 ◇
B05. I have a choice in deciding how I do my work	14	50	16	12	7	65%	+2 ◇	-8 ◇	-12 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the VOA's purpose	17	55	14	7	7	72%	-3 ◇	-12 ◇	-17 ◇
B07. I have a clear understanding of the VOA's objectives	15	53	15	9	7	68%	-2 ◇	-12 ◇	-17 ◇
B08. I understand how my work contributes to the VOA's objectives	18	56	14	6	6	74%	-3 ◇	-9 ◇	-12 ◇

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	15	46	21	11	7	61%	+1	-4 ◇	-9 ◇
B10. My manager is considerate of my life outside work	28	51	13	4	4	79%	-1	-2 ◇	-5 ◇
B11. My manager is open to my ideas	22	53	16	5	4	75%	+2 ◇	-4 ◇	-8 ◇
B12. My manager helps me to understand how I contribute to the VOA's objectives	14	48	25	8	5	62%	+1	0	-4 ◇
B13. Overall, I have confidence in the decisions made by my manager	19	48	19	8	6	67%	0	-4 ◇	-9 ◇
B14. My manager recognises when I have done my job well	20	50	17	9	5	70%	0	-7 ◇	-10 ◇
B15. I receive regular feedback on my performance	14	45	22	14	6	59%	+4 ◇	-5 ◇	-10 ◇
B16. The feedback I receive helps me to improve my performance	13	40	29	12	6	53%	+4 ◇	-7 ◇	-12 ◇
B17. I think that my performance is evaluated fairly	13	45	23	10	9	58%	+1	-5 ◇	-9 ◇
B18. Poor performance is dealt with effectively in my team	7	30	36	15	12	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	31	52	10	4		83%	0	0	-2 ◇
B20. The people in my team work together to find ways to improve the service we provide	27	50	14	6		77%	+3 ◇	-3 ◇	-6 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	20	42	21	11	6	62%	+4 ◇	-11 ◇	-14 ◇

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
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	47	24	15	5	55%	+1	-5 ◇	-9 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	37	31	17	7	45%	+3 ◇	-2 ◇	-8 ◇
B24. There are opportunities for me to develop my career in the VOA	4	22	22	24	27	26%	-2 ◇	-12 ◇	-21 ◇
B25. Learning and development activities I have completed while working for the VOA are helping me to develop my career	7	24	28	20	21	31%	-1	-10 ◇	-17 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	15	52	15	8	10	66%	-5 ◇	-12 ◇	-15 ◇
B27. I am treated with respect by the people I work with	22	60	11			82%	0	-2 ◇	-4 ◇
B28. I feel valued for the work I do	10	35	20	17	18	45%	-4 ◇	-18 ◇	-22 ◇
B29. I think that the VOA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	12	47	24	8	9	59%	-3 ◇	-13 ◇	-19 ◇

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									
B30. In my job, I am clear what is expected of me	17	62	12	5	4	79%	-4 ◇	-5 ◇	-8 ◇
B31. I get the information I need to do my job well	9	51	22	13	6	60%	+2 ◇	-9 ◇	-13 ◇
B32. I have clear work objectives	13	59	16	7	5	72%	-3 ◇	-3 ◇	-8 ◇
B33. I have the skills I need to do my job effectively	24	60	11			84%	0	-5 ◇	-6 ◇
B34. I have the tools I need to do my job effectively	9	49	19	15	8	58%	-1	-14 ◇	-18 ◇
B35. I have an acceptable workload	6	47	19	18	10	53%	+3 ◇	-7 ◇	-13 ◇
B36. I achieve a good balance between my work life and my private life	13	52	18	11	6	65%	+1	-3 ◇	-8 ◇
Pay and benefits									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance		21	15	28	34	24%	+4 ◇	-5 ◇	-12 ◇
B38. I am satisfied with the total benefits package	4	25	21	24	27	29%	+3 ◇	-4 ◇	-9 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		16	16	29	36	19%	+4 ◇	-6 ◇	-13 ◇

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 the VOA as a whole is managed well	19	24	27	28	21%	-1	-22 ◇	-35 ◇	
B41. Senior managers in the VOA are sufficiently visible	4	31	26	19	19	36%	+2 ◇	-15 ◇	-26 ◇
B42. I believe the actions of senior managers are consistent with the VOA's values	23	33	19	21	26%	0	-17 ◇	-29 ◇	
B43. I believe that directors have a clear vision for the future of the VOA	4	26	28	18	24	30%	+3 ◇	-12 ◇	-25 ◇
B44. Overall, I have confidence in the decisions made by the VOA's senior managers	17	24	24	33	19%	+1 ◇	-22 ◇	-32 ◇	
B45. I feel that change is managed well in the VOA	14	22	32	30	16%	0	-13 ◇	-23 ◇	
B46. When changes are made in the VOA they are usually for the better	13	24	30	31	14%	+1	-13 ◇	-21 ◇	
B47. The VOA keeps me informed about matters that affect me	38	27	16	16	42%	+2 ◇	-16 ◇	-23 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	19	26	27	26	21%	-1	-15 ◇	-23 ◇	
B49. I think it is safe to challenge the way things are done in the VOA	23	28	22	23	26%	-3 ◇	-12 ◇	-22 ◇	

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 the VOA	4	21	36	22	17	25%	-1 ◇	-31 ◇	-40 ◇
B51. I would recommend the VOA as a great place to work		18	30	25	24	21%	-3 ◇	-24 ◇	-35 ◇
B52. I feel a strong personal attachment to the VOA	8	26	27	23	16	34%	-3 ◇	-12 ◇	-18 ◇
B53. The VOA inspires me to do the best in my job		19	34	24	20	22%	-2 ◇	-21 ◇	-28 ◇
B54. The VOA motivates me to help it achieve its objectives		18	32	25	22	21%	-1	-19 ◇	-27 ◇
Taking action									
B55. I believe that senior managers in the VOA will take action on the results from this survey		21	23	24	29	24%	-1	-19 ◇	-28 ◇
B56. I believe that managers where I work will take action on the results from this survey	8	36	26	15	16	44%	+2 ◇	-10 ◇	-15 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	4	21	35	20	20	25%	+3 ◇	-8 ◇	-14 ◇

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
Organisational Culture									
B58. I am trusted to carry out my job effectively	24	60	10			84%	-1	-4 ◇	-7 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	11	43	27	13	6	54%	+4 ◇	-14 ◇	-17 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	8	41	29	13	9	50%	-1	-15 ◇	-20 ◇
B61. When I talk about the VOA I say "we" rather than "they"	11	41	27	12	9	52%	-1	-16 ◇	-24 ◇
B62. I have some really good friendships at work	24	49	20	5		73%	0	-3 ◇	-6 ◇

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

All questions 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?	22	26	40	13	53%	-2 ◇	-10 ◇	-14 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	15	25	41	18	60%	0	-9 ◇	-13 ◇
W03. Overall, how happy did you feel yesterday?	25	25	33	16	49%	-6 ◇	-10 ◇	-13 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	23	23	21	33	46%	-3 ◇	-4 ◇	-7 ◇

All questions by theme

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 CS2013	Difference from CS High Performers
I want to leave the VOA as soon as possible		14%	+5 ^	+7 ^	+4 ^
I want to leave the VOA within the next 12 months		10%	+3 ^	-3 ^	-6 ^
I want to stay working for the VOA for at least the next year		24%	+3 ^	-6 ^	-11 ^
I want to stay working for the VOA for at least the next three years		52%	-11 ^	+4 ^	-6 ^

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?		9	91%	+1 ^	+1 ^	-3 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		26	74%	+3 ^	+10 ^	+4 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the VOA it would be investigated properly?		39	61%	-4 ^	-6 ^	-12 ^

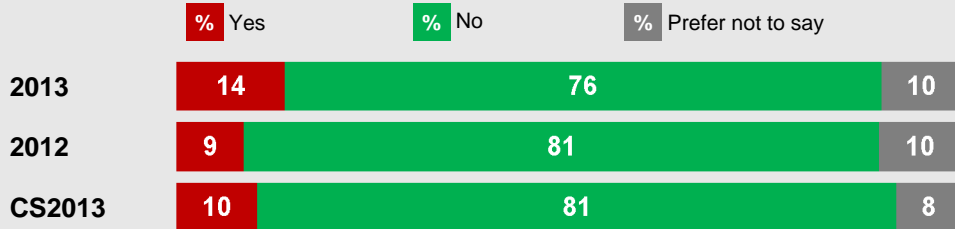
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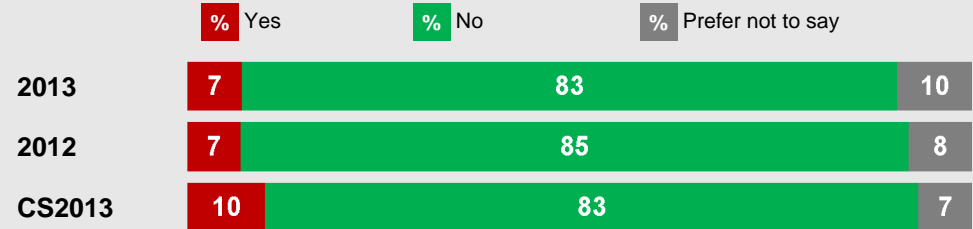
All questions by theme

Discrimination, harassment and bullying

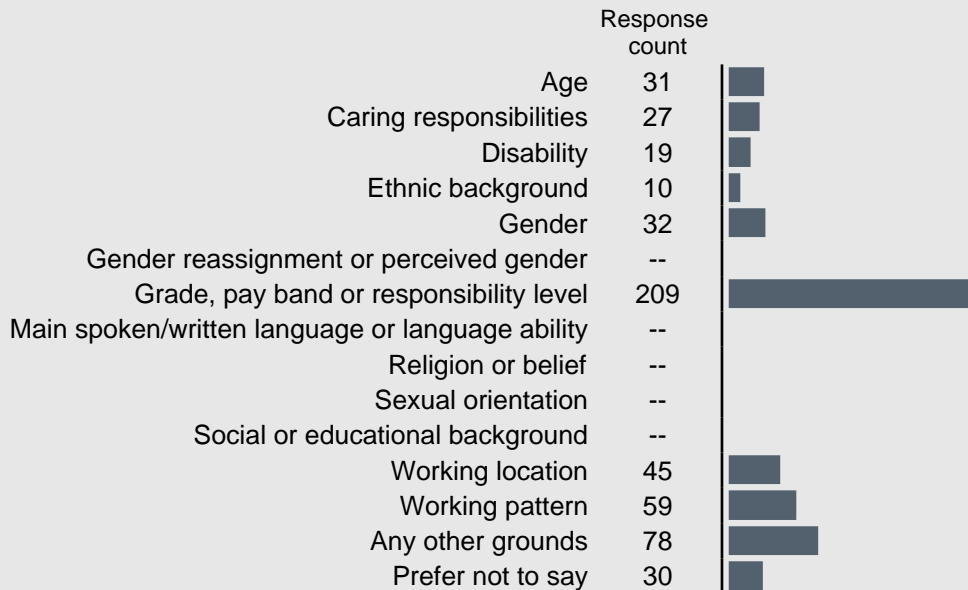
E01. During the past 12 months, have you personally experienced discrimination at work?



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

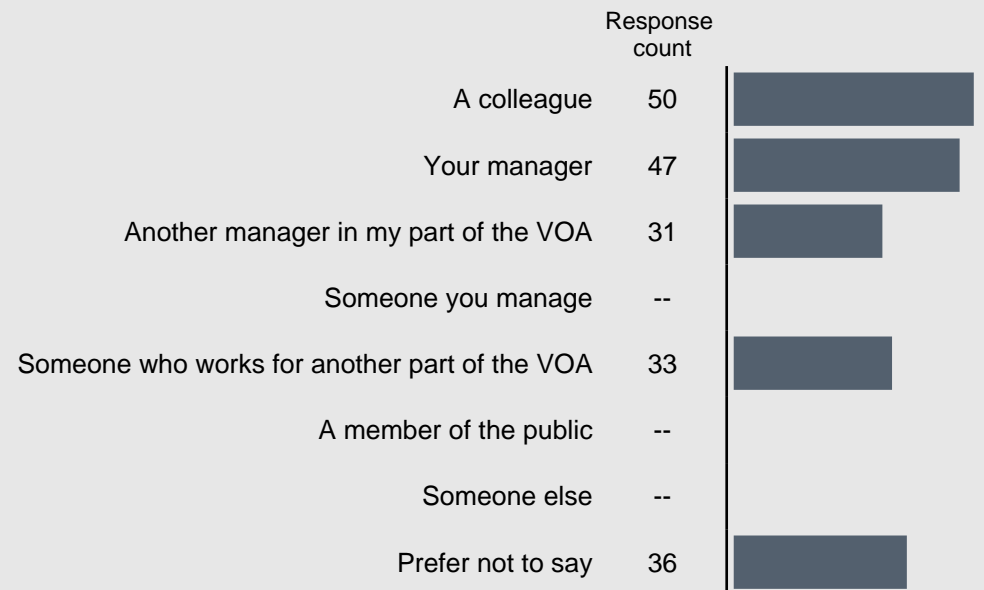


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



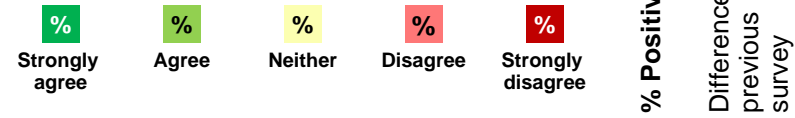
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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Valuation Office Agency questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I understand what the Agency Blueprint is aiming to achieve	8	51	22	11	8	59%	-
F02. I believe the Agency Blueprint will help to change the VOA for the better	5	21	35	22	17	26%	-
F03. I understand why the Agency needs to change	10	53	23	8	6	63%	-7 ◇
F04. I feel well informed about the future of the Agency	5	32	30	21	13	37%	+2 ◇
F05. I know what the VOA four strategic objectives are	10	50	20	13	7	60%	-1
F06. My line manager is good at keeping me informed about what is going on in the Agency	12	49	24	10	6	61%	-2 ◇
F07. I think the implementation of change in the last year has improved	19	31	25	23		21%	+1
F08. I believe the Board are trying to change the pay system for the better	5	22	19	19	35	26%	+4 ◇
F09. I actively contribute to team meetings	25	60	11			85%	+2 ◇
F10. I have regular discussions with my line manager about my development	10	41	26	15	8	51%	+10 ◇

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: ✦

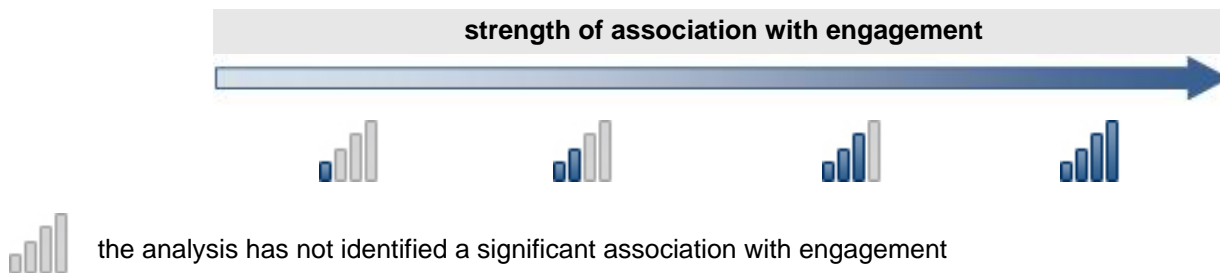
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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