

Returns : 2,399

Response rate : 64%

Civil Service People Survey 2014

 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 CS2014	Difference from CS High Performers
Leadership and Managing Change		26%	+1	-17 ✧	-24 ✧
My work		66%	+1	-9 ✧	-12 ✧
Learning and development		43%	+3 ✧	-6 ✧	-12 ✧
My manager		64%	+2 ✧	-3 ✧	-7 ✧
Pay and benefits		20%	-4 ✧	-8 ✧	-15 ✧
Resources and workload		67%	-1	-8 ✧	-11 ✧
Organisational objectives and purpose		73%	+2 ✧	-10 ✧	-14 ✧
Inclusion and fair treatment		66%	+2 ✧	-10 ✧	-13 ✧
My team		75%	+1	-5 ✧	-8 ✧

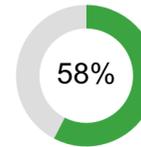


Strength of association with engagement

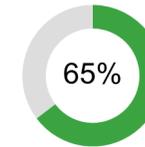


Statistically significant difference from comparison

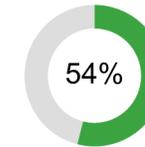
## Wellbeing



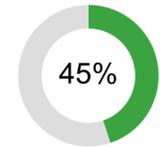
Overall, how satisfied are you with your life nowadays?



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

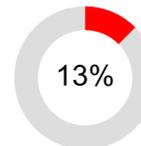


Overall, how happy did you feel yesterday?

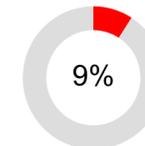


No or low anxiety yesterday

## Discrimination, bullying and harassment

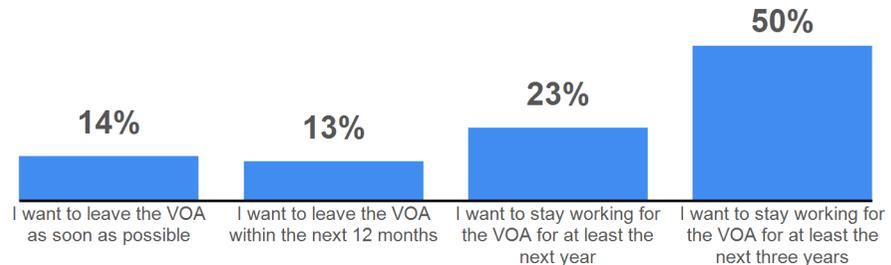


During the past 12 months have you personally experienced discrimination at work?



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

66% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	27	56	9	5	5	82%	+2 ◆	-7 ◆	-10 ◆
B02 I am sufficiently challenged by my work	27	50	11	8	4	76%	+2 ◆	-3 ◆	-6 ◆
B03 My work gives me a sense of personal accomplishment	17	48	16	12	7	65%	-1	-11 ◆	-13 ◆
B04 I feel involved in the decisions that affect my work	9	35	19	23	14	44%	0	-12 ◆	-18 ◆
B05 I have a choice in deciding how I do my work	15	49	15	13	7	64%	0	-10 ◆	-16 ◆

### Organisational objectives and purpose

73% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of the VOA's purpose	17	58	13	8	5	75%	+2 ◆	-11 ◆	-16 ◆
B07 I have a clear understanding of the VOA's objectives	15	54	16	9	6	69%	+1	-12 ◆	-17 ◆
B08 I understand how my work contributes to the VOA's objectives	19	58	13	6	6	76%	+2 ◆	-7 ◆	-12 ◆

## All questions by theme

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

### My manager

**64%** +2  
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	16	46	19	12	6	62%	+2 ◆	-6 ◆	-9 ◆
B10 My manager is considerate of my life outside work	29	49	13	5	5	78%	-1	-3 ◆	-7 ◆
B11 My manager is open to my ideas	24	49	17	7	7	73%	-2 ◆	-7 ◆	-11 ◆
B12 My manager helps me to understand how I contribute to the VOA's objectives	15	51	22	8	8	66%	+4 ◆	+2 ◆	-3 ◆
B13 Overall, I have confidence in the decisions made by my manager	22	47	18	8	6	68%	+1	-5 ◆	-9 ◆
B14 My manager recognises when I have done my job well	22	50	15	8	5	72%	+2 ◆	-5 ◆	-9 ◆
B15 I receive regular feedback on my performance	17	50	17	12	5	67%	+8 ◆	+2 ◆	-2 ◆
B16 The feedback I receive helps me to improve my performance	14	43	26	12	5	57%	+4 ◆	-4 ◆	-9 ◆
B17 I think that my performance is evaluated fairly	14	45	21	12	8	58%	0	-5 ◆	-9 ◆
B18 Poor performance is dealt with effectively in my team	7	32	35	15	11	39%	+3 ◆	0	-4 ◆

### My team

**75%** +1  
 Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	31	51	10	5	5	83%	-1	-1 ◆	-4 ◆
B20 The people in my team work together to find ways to improve the service we provide	26	51	14	6	6	77%	0	-3 ◆	-6 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	21	44	20	11	5	64%	+2 ◆	-10 ◆	-14 ◆

## All questions by theme

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

### Learning and development

**43%** +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	8	48	24	16	5	56%	0	-6 ◆	-11 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	41	29	16	6	49%	+4 ◆	-2 ◆	-7 ◆
B24	There are opportunities for me to develop my career in the VOA	7	25	24	23	21	32%	+6 ◆	-10 ◆	-17 ◆
B25	Learning and development activities I have completed while working for the VOA are helping me to develop my career	8	27	29	21	15	35%	+4 ◆	-8 ◆	-15 ◆

### Inclusion and fair treatment

**66%** +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	14	55	14	10	7	69%	+3 ◆	-10 ◆	-13 ◆
B27	I am treated with respect by the people I work with	22	61	11			82%	0	-2 ◆	-4 ◆
B28	I feel valued for the work I do	10	39	20	18	14	49%	+4 ◆	-15 ◆	-20 ◆
B29	I think that the VOA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	13	49	23	8	7	62%	+3 ◆	-12 ◆	-16 ◆

## All questions by theme

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

### Resources and workload

67% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	17	64	10	6	6	81%	+3 ◆	-3 ◆	-6 ◆
B31 I get the information I need to do my job well	9	50	22	14	5	59%	-1	-11 ◆	-15 ◆
B32 I have clear work objectives	14	60	15	8	8	74%	+2 ◆	-2 ◆	-5 ◆
B33 I have the skills I need to do my job effectively	20	63	11	8	8	84%	0	-5 ◆	-8 ◆
B34 I have the tools I need to do my job effectively	8	46	18	20	8	54%	-3 ◆	-18 ◆	-22 ◆
B35 I have an acceptable workload	6	45	18	19	12	51%	-2 ◆	-8 ◆	-15 ◆
B36 I achieve a good balance between my work life and my private life	12	50	19	13	6	62%	-2 ◆	-4 ◆	-12 ◆

### Pay and benefits

20% -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	18	14	30	36	2	20%	-4 ◆	-9 ◆	-16 ◆
B38 I am satisfied with the total benefits package	21	20	28	28	3	24%	-5 ◆	-8 ◆	-16 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	13	15	31	39	2	15%	-4 ◆	-9 ◆	-16 ◆

## All questions by theme

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

### Leadership and Managing Change

**26%** +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40 I feel that the VOA as a whole is managed well	21	24	28	26	21	23%	+2 ◆	-23 ◆	-33 ◆
B41 Senior managers in the VOA are sufficiently visible	28	26	24	19	23	31%	-4 ◆	-22 ◆	-31 ◆
B42 I believe the actions of senior managers are consistent with the VOA's values	25	34	18	21	22	28%	+1	-20 ◆	-28 ◆
B43 I believe that directors have a clear vision for the future of the VOA	27	28	19	22	24	31%	+1	-14 ◆	-22 ◆
B44 Overall, I have confidence in the decisions made by the VOA's senior managers	17	26	26	29	22	19%	0	-25 ◆	-32 ◆
B45 I feel that change is managed well in the VOA	17	24	32	26	21	18%	+2 ◆	-14 ◆	-21 ◆
B46 When changes are made in the VOA they are usually for the better	15	28	30	26	21	17%	+2 ◆	-13 ◆	-20 ◆
B47 The VOA keeps me informed about matters that affect me	41	25	18	13	1	44%	+2 ◆	-15 ◆	-20 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	21	25	28	24	22	23%	+2 ◆	-13 ◆	-20 ◆
B49 I think it is safe to challenge the way things are done in the VOA	24	27	23	24	22	26%	0	-15 ◆	-22 ◆

## 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 CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of the VOA	21	37	22	15	26%	+1	-33 ◆	-40 ◆	
B51 I would recommend the VOA as a great place to work	16	31	28	21	20%	-1	-29 ◆	-40 ◆	
B52 I feel a strong personal attachment to the VOA	9	29	27	22	37%	+3 ◆	-10 ◆	-17 ◆	
B53 The VOA inspires me to do the best in my job	21	34	24	17	25%	+2 ◆	-20 ◆	-26 ◆	
B54 The VOA motivates me to help it achieve its objectives	20	33	25	19	23%	+2 ◆	-20 ◆	-26 ◆	

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that senior managers in the VOA will take action on the results from this survey	22	24	25	26	25%	+1	-20 ◆	-28 ◆	
B56 I believe that managers where I work will take action on the results from this survey	8	40	23	15	47%	+3 ◆	-8 ◆	-14 ◆	
B57 Where I work, I think effective action has been taken on the results of the last survey	22	34	21	19	26%	+1	-9 ◆	-14 ◆	

## All questions by theme

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

### Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	23	60	9	5		83%	-1	-6 ◆	-8 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	10	45	25	14	6	55%	+2	-13 ◆	-17 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	9	40	26	15	10	49%	-1	-16 ◆	-21 ◆
B61 When I talk about the VOA I say "we" rather than "they"	11	43	26	12	9	53%	+1	-15 ◆	-25 ◆
B62 I have some really good friendships at work	25	51	18	5		76%	+3 ◆	0	-4 ◆

## All questions by theme

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

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

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	18	24	44	14	58%	+5 ◆	-6 ◆	-9 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	22	44	20	65%	+5 ◆	-5 ◆	-8 ◆
W03 Overall, how happy did you feel yesterday?	21	25	36	18	54%	+4 ◆	-6 ◆	-9 ◆
W04 Overall, how anxious did you feel yesterday?	21	24	23	32	45%	-1	-5 ◆	-8 ◆



## 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 VOA?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave the VOA as soon as possible		14%	0	+7 ◇	+5 ◇
I want to leave the VOA within the next 12 months		13%	+3 ◇	-1 ◇	-5 ◇
I want to stay working for the VOA for at least the next year		23%	0	-8 ◇	-14 ◇
I want to stay working for the VOA for at least the next three years		50%	-2	+3 ◇	-4 ◇

### The Civil Service Code

Differences are based on '% Yes' score

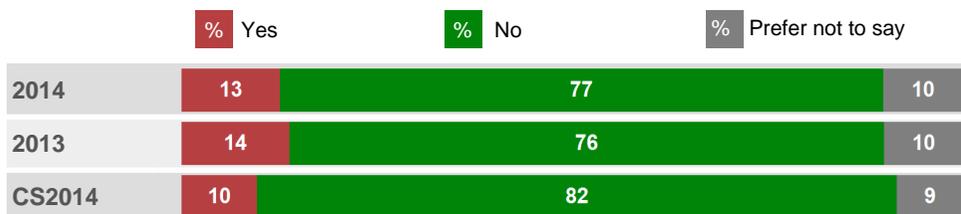
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	+1 ◇	+3 ◇	-1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		25	75%	+1	+11 ◇	+4 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the VOA it would be investigated properly?		38	62%	+2	-6 ◇	-11 ◇

## All questions by theme

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

### Discrimination, harassment and bullying

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



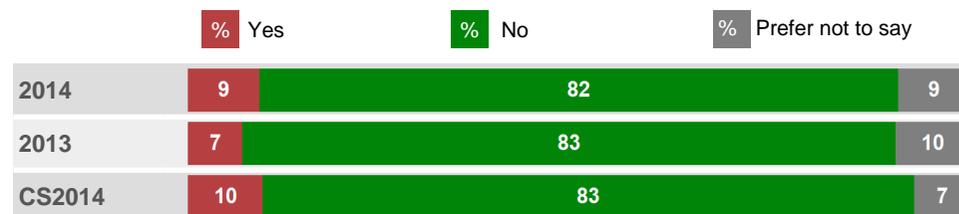
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	31
Caring responsibilities	17
Disability	21
Ethnic background	--
Gender	27
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	142
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	14
Working location	39
Working pattern	61
Any other grounds	57
Prefer not to say	28

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

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



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)

Who	Response Count
A colleague	78
Your manager	47
Another manager in my part of the VOA	46
Someone you manage	--
Someone who works for another part of the VOA	19
A member of the public	--
Someone else	--
Prefer not to say	42

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

## All questions by theme

◆ indicates statistically significant difference from comparison  
 ▲ indicates a variation in question wording from your previous survey

### 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	8	53	20	11	8	61%	+2 ◆
F02 I believe the Agency Blueprint will help to change the VOA for the better	5	25	33	21	16	29%	+4 ◆
F03 I understand why the Agency needs to change	12	59	18	6	5	70%	+7 ◆
F04 I feel well informed about the future of the Agency		34	29	20	14	37%	+1
F05 I know what the VOA four strategic objectives are	11	52	18	13	6	63%	+2 ◆
F06 My line manager is good at keeping me informed about what is going on in the Agency	13	51	21	10	5	64%	+2 ◆
F07 I think the implementation of change in the last year has improved	21		32	25	19	24%	+3 ◆
F08 I believe the Board are trying to change the pay system for the better	19	22	23	33		22%	-5 ◆
F09 I actively contribute to team meetings	26	60	11			86%	+1 ◆
F10 I have the right working environment to do my job well (i.e. accommodation and amenities)	11	51	17	12	8	63%	--

## 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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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 2014 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 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.