

Your engagement index

46%

Difference from CS2011

-10 ✧

Difference from CS High Performers

-16 ✧

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 CS2011
B50. I am proud when I tell others I am part of AHVLA	34%	-19 ✧
B51. I would recommend AHVLA as a great place to work	23%	-20 ✧

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

B52. I feel a strong personal attachment to AHVLA	34%	-11 ✧
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Strive: motivated to do the best for the organisation...



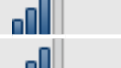




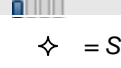

B53. AHVLA inspires me to do the best in my job	24%	-14 ✧
B54. AHVLA motivates me to help it achieve its objectives	20%	-15 ✧

✧ = 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 CS2011	Difference from CS High Performers
Leadership and managing change		20%	-18 ✧	-27 ✧
My work		63%	-8 ✧	-14 ✧
My line manager		57%	-7 ✧	-11 ✧
Pay and benefits		29%	-2 ✧	-10 ✧
Learning and development		31%	-12 ✧	-19 ✧
Organisational objectives and purpose		54%	-27 ✧	-32 ✧
Resources and workload		67%	-6 ✧	-9 ✧
My team		73%	-4 ✧	-7 ✧
Inclusion and fair treatment		65%	-8 ✧	-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 CS2011.

✧ indicates statistically significant difference from comparison

	% Positive	Difference from CS2011
Leadership and managing change Strength of association with engagement: 		
B46. When changes are made in AHVLA they are usually for the better	12%	-11 ✧
B45. I feel that change is managed well in AHVLA	14%	-13 ✧
B49. I think it is safe to challenge the way things are done in AHVLA	22%	-16 ✧
B41. Senior managers in AHVLA are sufficiently visible	28%	-17 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	18%	-17 ✧
B42. I believe the actions of senior managers are consistent with AHVLA's values	20%	-19 ✧
B43. I believe that the Executive Team has a clear vision for the future of AHVLA	19%	-21 ✧
B47. AHVLA keeps me informed about matters that affect me	34%	-21 ✧
B44. Overall, I have confidence in the decisions made by AHVLA's senior managers	15%	-21 ✧
B40. I feel that AHVLA as a whole is managed well	18%	-22 ✧
My work Strength of association with engagement: 		
B01. I am interested in my work	85%	-3 ✧
B02. I am sufficiently challenged by my work	70%	-5 ✧
B03. My work gives me a sense of personal accomplishment	64%	-8 ✧
B05. I have a choice in deciding how I do my work	59%	-12 ✧
B04. I feel involved in the decisions that affect my work	35%	-14 ✧
My line manager Strength of association with engagement: 		
B10. My manager is considerate of my life outside work	76%	-3 ✧
B15. I receive regular feedback on my performance	56%	-4 ✧
B14. My manager recognises when I have done my job well	72%	-4 ✧
B11. My manager is open to my ideas	74%	-5 ✧
B18. Poor performance is dealt with effectively in my team	31%	-6 ✧
B09. My manager motivates me to be more effective in my job	55%	-8 ✧
B16. The feedback I receive helps me to improve my performance	49%	-9 ✧
B17. I think that my performance is evaluated fairly	51%	-11 ✧
B13. Overall, I have confidence in the decisions made by my manager	60%	-11 ✧
B12. My manager helps me to understand how I contribute to AHVLA's objectives	46%	-12 ✧

All questions by theme

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








✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2011	Difference from CS High Performers
My work								
 :Strength of association with engagement								
B01. I am interested in my work	35	50	9	4	85%	-3 ✧	-6 ✧	
B02. I am sufficiently challenged by my work	24	46	15	12	4	70%	-5 ✧	-9 ✧
B03. My work gives me a sense of personal accomplishment	18	46	18	13	5	64%	-8 ✧	-13 ✧
B04. I feel involved in the decisions that affect my work	6	29	22	26	17	35%	-14 ✧	-24 ✧
B05. I have a choice in deciding how I do my work	14	46	21	14	6	59%	-12 ✧	-18 ✧
Organisational objectives and purpose								
 :Strength of association with engagement								
B06. I have a clear understanding of AHVLA's purpose	8	48	21	15	8	56%	-28 ✧	-33 ✧
B07. I have a clear understanding of AHVLA's objectives	6	41	26	17	9	47%	-32 ✧	-37 ✧
B08. I understand how my work contributes to AHVLA's objectives	9	50	23	12	6	59%	-22 ✧	-27 ✧

All questions by theme

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








✦ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2011	Difference from CS High Performers
My line manager								
 :Strength of association with engagement								
B09. My manager motivates me to be more effective in my job	14	41	25	14	7	55%	-8 ✦	-12 ✦
B10. My manager is considerate of my life outside work	28	48	15	6		76%	-3 ✦	-6 ✦
B11. My manager is open to my ideas	23	51	15	7		74%	-5 ✦	-7 ✦
B12. My manager helps me to understand how I contribute to AHVLA's objectives	9	37	34	14	6	46%	-12 ✦	-18 ✦
B13. Overall, I have confidence in the decisions made by my manager	17	43	22	12	6	60%	-11 ✦	-14 ✦
B14. My manager recognises when I have done my job well	21	51	17	8		72%	-4 ✦	-8 ✦
B15. I receive regular feedback on my performance	13	43	24	16	5	56%	-4 ✦	-10 ✦
B16. The feedback I receive helps me to improve my performance	12	37	30	14	7	49%	-9 ✦	-12 ✦
B17. I think that my performance is evaluated fairly	11	40	25	15	9	51%	-11 ✦	-16 ✦
B18. Poor performance is dealt with effectively in my team	6	25	35	21	14	31%	-6 ✦	-9 ✦
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	50	11	6		81%	-1 ✦	-4 ✦
B20. The people in my team work together to find ways to improve the service we provide	27	50	15	7		76%	-2 ✦	-5 ✦
B21. The people in my team are encouraged to come up with new and better ways of doing things	21	42	22	11	5	62%	-6 ✦	-12 ✦

All questions by theme

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







✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2011	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	5	39	29	20	8	43%	-11 ✧	-20 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	5	32	38	18	8	36%	-8 ✧	-16 ✧
B24. There are opportunities for me to develop my career in AHVLA	14	23	31	30		16%	-15 ✧	-23 ✧
B25. Learning and development activities I have completed while working for AHVLA are helping me to develop my career	4	24	35	21	16	28%	-12 ✧	-17 ✧
Inclusion and fair treatment								
 :Strength of association with engagement								
B26. I am treated fairly at work	15	55	17	8	5	70%	-8 ✧	-11 ✧
B27. I am treated with respect by the people I work with	21	59	13	4		80%	-3 ✧	-6 ✧
B28. I feel valued for the work I do	11	38	25	17	10	49%	-11 ✧	-17 ✧
B29. I think that AHVLA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	12	50	26	8	4	62%	-8 ✧	-15 ✧

All questions by theme

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







✦ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	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	14	61	16	7	7	75%	-7 ✦	-11 ✦
B31. I get the information I need to do my job well	7	49	25	14	4	57%	-11 ✦	-14 ✦
B32. I have clear work objectives	10	54	22	10	4	65%	-9 ✦	-13 ✦
B33. I have the skills I need to do my job effectively	21	64	11	1	1	85%	-3 ✦	-5 ✦
B34. I have the tools I need to do my job effectively	12	56	18	11	4	68%	-2 ✦	-8 ✦
B35. I have an acceptable workload	5	48	20	19	8	53%	-8 ✦	-12 ✦
B36. I achieve a good balance between my work life and my private life	12	53	19	11	5	65%	-2 ✦	-8 ✦
Pay and benefits								
 :Strength of association with engagement								
B37. I feel that my pay adequately reflects my performance	26	19	29	24	2	28%	-4 ✦	-11 ✦
B38. I am satisfied with the total benefits package	29	29	23	16	3	32%	-1 ✦	-8 ✦
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	25	22	27	24	2	27%	0	-8 ✦

All questions by theme

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

✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2011	Difference from CS High Performers
Leadership and managing change								
 :Strength of association with engagement								
B40. I feel that AHVLA as a whole is managed well	17	32	30	20	18%	-22 ✧	-36 ✧	
B41. Senior managers in AHVLA are sufficiently visible	25	29	26	16	28%	-17 ✧	-31 ✧	
B42. I believe the actions of senior managers are consistent with AHVLA's values	18	45	20	15	20%	-19 ✧	-30 ✧	
B43. I believe that the Executive Team has a clear vision for the future of AHVLA	16	36	24	21	19%	-21 ✧	-32 ✧	
B44. Overall, I have confidence in the decisions made by AHVLA's senior managers	13	32	30	24	15%	-21 ✧	-33 ✧	
B45. I feel that change is managed well in AHVLA	13	26	35	25	14%	-13 ✧	-23 ✧	
B46. When changes are made in AHVLA they are usually for the better	11	33	32	23	12%	-11 ✧	-19 ✧	
B47. AHVLA keeps me informed about matters that affect me	32	30	22	14	34%	-21 ✧	-28 ✧	
B48. I have the opportunity to contribute my views before decisions are made that affect me	17	27	31	23	18%	-17 ✧	-25 ✧	
B49. I think it is safe to challenge the way things are done in AHVLA	20	33	25	20	22%	-16 ✧	-24 ✧	

All questions by theme

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

✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from CS2011	Difference from CS High Performers
Engagement								
B50. I am proud when I tell others I am part of AHVLA	5	28	43	15	8	34%	-19 ✧	-32 ✧
B51. I would recommend AHVLA as a great place to work		19	37	25	15	23%	-20 ✧	-32 ✧
B52. I feel a strong personal attachment to AHVLA	7	27	33	21	12	34%	-11 ✧	-19 ✧
B53. AHVLA inspires me to do the best in my job		21	40	23	13	24%	-14 ✧	-25 ✧
B54. AHVLA motivates me to help it achieve its objectives		17	40	26	14	20%	-15 ✧	-25 ✧
Taking action								
B55. I believe that senior managers in AHVLA will take action on the results from this survey		21	30	26	20	24%	-15 ✧	-26 ✧
B56. I believe that managers where I work will take action on the results from this survey	8	34	27	18	13	41%	-7 ✧	-15 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	5	19	37	23	15	24%	-5 ✧	-13 ✧

All questions by theme

Your plans for the future

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

			Difference from CS2011	Difference from CS High Performers
I want to leave AHVLA as soon as possible		10%	+2 ✧	0
I want to leave AHVLA within the next 12 months		13%	+2 ✧	-1 ✧
I want to stay working for AHVLA for at least the next year		26%	-1 ✧	-9 ✧
I want to stay working for AHVLA for at least the next three years		51%	-3 ✧	-10 ✧

The Civil Service Code

Differences are based on '% Yes' score

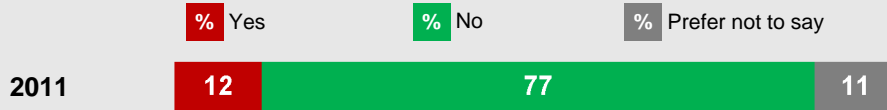
	% Yes	% No	% Yes	Difference from CS2011	Difference from CS High Performers	
D01. Are you aware of the Civil Service Code?		85	15	85%	0	-6 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		59	41	59%	0	-7 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in AHVLA it would be investigated properly?		56	44	56%	-8 ✧	-15 ✧

✧ indicates statistically significant difference from comparison

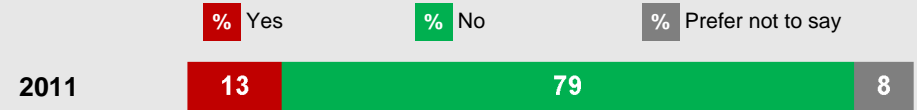
All questions by theme

Discrimination, harassment and bullying

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

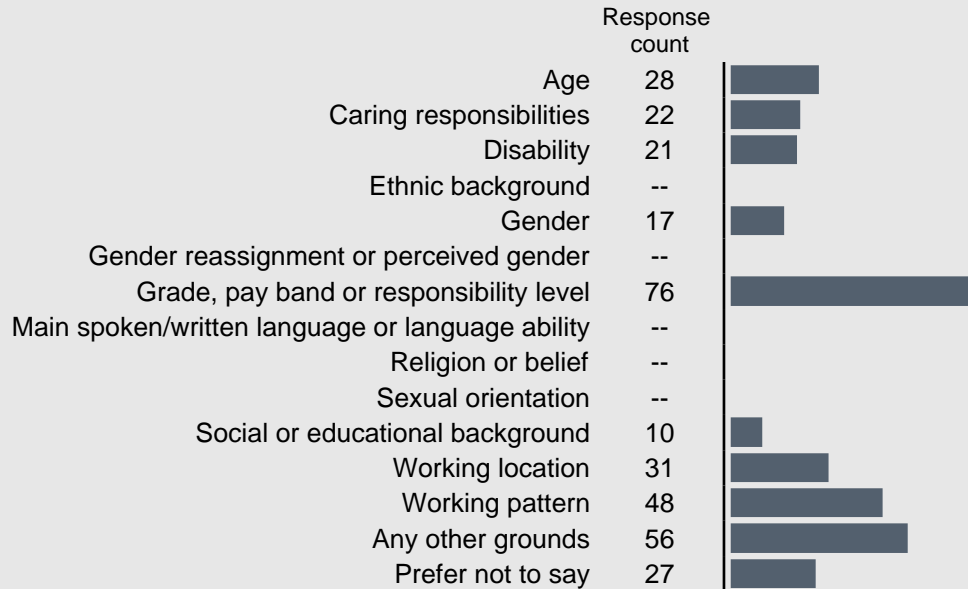


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

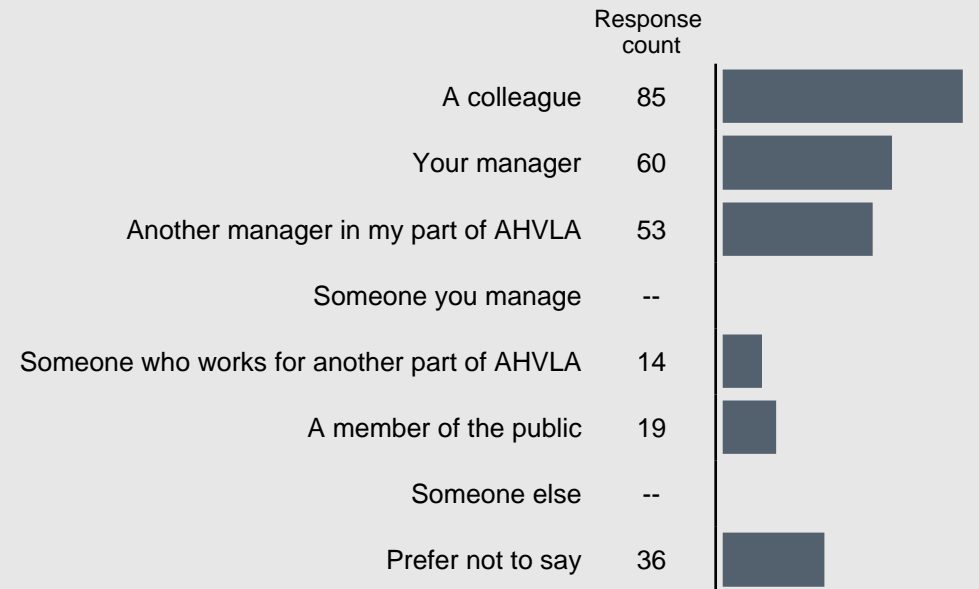
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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).
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: ✧

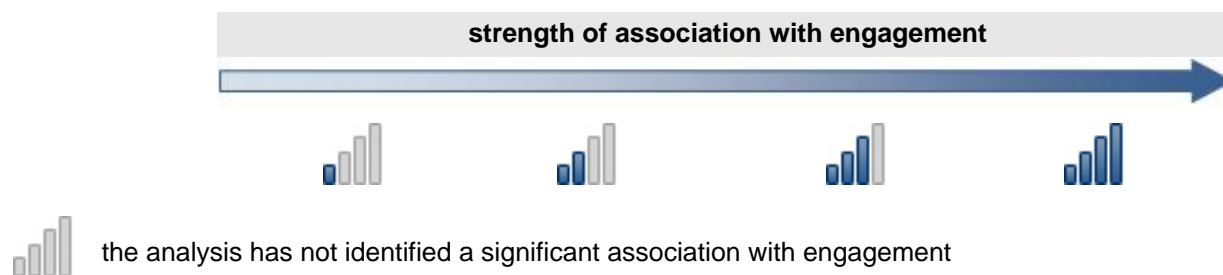
Statistical testing has been carried out on the comparisons between this year's results and CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the 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.