

# Vehicle Certification Agency

Returns: 123

Response rate: 83%

## Your engagement index

# 69%

Difference from  
previous survey

+2

Difference from  
CS2010

+13 ✧

Difference from CS High  
Performers

+7 ✧

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 CS2010
B50. I am proud when I tell others I am part of the Agency	75%	+6	+20 ✧
B51. I would recommend the Agency as a great place to work	76%	0	+35 ✧

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

B52. I feel a strong personal attachment to the Agency	66%	+8	+19 ✧
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#### Strive: motivated to do the best for the organisation...










B53. The Agency inspires me to do the best in my job	64%	+2	+25 ✧
B54. The Agency motivates me to help it achieve its objectives	58%	+1	+22 ✧

✧ = 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 <sup>1</sup>	Theme score % positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change		66%	+5	+29 ✧	+20 ✧
My work		82%	+4	+11 ✧	+7 ✧
My line manager		73%	+5	+9 ✧	+5 ✧
Learning and development		52%	0	+9 ✧	+3 ✧
Pay and benefits		50%	-10	+13 ✧	+7 ✧
Resources and workload		79%	0	+6 ✧	+2 ✧
Organisational objectives and purpose		90%	+3	+9 ✧	+4 ✧
My team		84%	+3	+7 ✧	+4 ✧
Inclusion and fair treatment		82%	0	+9 ✧	+6 ✧

✧ = Statistically significant difference from comparison




<sup>1</sup>The table above shows the strength of association between engagement and the themes for Civil Service

# 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 the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison








	% Positive	Diff. from previous survey	Diff. from CS2010
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>			
B40. I feel that the Agency as a whole is managed well	81%	+4	+40 ◇
B46. When changes are made in the Agency they are usually for the better	57%	+5	+33 ◇
B44. Overall, I have confidence in the decisions made by the Agency's senior managers	69%	0	+33 ◇
B43. I believe that the Management Board has a clear vision for the future of the Agency	68%	+3	+32 ◇
B41. Senior managers in the Agency are sufficiently visible	76%	+5	+31 ◇
B45. I feel that change is managed well in the Agency	54%	+10	+27 ◇
B49. I think it is safe to challenge the way things are done in the Agency	66%	+12 ◇	+27 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	58%	+11	+26 ◇
B42. I believe the actions of senior managers are consistent with the Agency's values	61%	+3	+21 ◇
B47. The Agency keeps me informed about matters that affect me	72%	+4	+17 ◇
<b>My work</b> <span style="float: right;">Strength of association with engagement: </span>			
B04. I feel involved in the decisions that affect my work	71%	+5	+22 ◇
B05. I have a choice in deciding how I do my work	86%	+3	+15 ◇
B03. My work gives me a sense of personal accomplishment	84%	+8	+12 ◇
B02. I am sufficiently challenged by my work	78%	-1	+4 ◇
B01. I am interested in my work	93%	+4	+4 ◇
<b>My line manager</b> <span style="float: right;">Strength of association with engagement: </span>			
B12. My manager helps me to understand how I contribute to the Agency's objectives	75%	+4	+16 ◇
B17. I think that my performance is evaluated fairly	76%	+8	+14 ◇
B09. My manager motivates me to be more effective in my job	75%	+14 ◇	+13 ◇
B11. My manager is open to my ideas	89%	+11 ◇	+11 ◇
B13. Overall, I have confidence in the decisions made by my manager	79%	+4	+10 ◇
B14. My manager recognises when I have done my job well	85%	+8 ◇	+9 ◇
B15. I receive regular feedback on my performance	67%	+5	+7 ◇
B16. The feedback I receive helps me to improve my performance	63%	+1	+6 ◇
B10. My manager is considerate of my life outside work	82%	+2	+4 ◇
B18. Poor performance is dealt with effectively in my team	40%	-6	+2

# 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 CS2010	Difference from CS High Performers
<b>My work</b>									
 :Strength of association with engagement									
B01. I am interested in my work	48	45	5			93%	+4	+4 ◇	+1
B02. I am sufficiently challenged by my work	32	45	12	7		78%	-1	+4 ◇	0
B03. My work gives me a sense of personal accomplishment	26	58	10			84%	+8	+12 ◇	+8 ◇
B04. I feel involved in the decisions that affect my work	25	46	15	9	5	71%	+5	+22 ◇	+14 ◇
B05. I have a choice in deciding how I do my work	40	45	10			86%	+3	+15 ◇	+9 ◇
<b>Organisational objectives and purpose</b>									
 :Strength of association with engagement									
B06. I have a clear understanding of the Agency's purpose	26	64	8			90%	+2	+6 ◇	0
B07. I have a clear understanding of the Agency's objectives	26	62	8			89%	+7	+11 ◇	+3 ◇
B08. I understand how my work contributes to the Agency's objectives	29	63	7			93%	+2	+12 ◇	+7 ◇

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




	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>My line manager</b>									
:Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	19	56	17	7		75%	+14 ◇	+13 ◇	+8 ◇
B10. My manager is considerate of my life outside work	39	43	13			82%	+2	+4 ◇	0
B11. My manager is open to my ideas	37	52	7	4		89%	+11 ◇	+11 ◇	+7 ◇
B12. My manager helps me to understand how I contribute to the Agency's objectives	20	55	17	7		75%	+4	+16 ◇	+11 ◇
B13. Overall, I have confidence in the decisions made by my manager	29	50	15	4		79%	+4	+10 ◇	+4 ◇
B14. My manager recognises when I have done my job well	33	53	7	7		85%	+8 ◇	+9 ◇	+6 ◇
B15. I receive regular feedback on my performance	18	49	24	7		67%	+5	+7 ◇	+2
B16. The feedback I receive helps me to improve my performance	17	45	31	4		63%	+1	+6 ◇	+1
B17. I think that my performance is evaluated fairly	18	58	16	5		76%	+8	+14 ◇	+10 ◇
B18. Poor performance is dealt with effectively in my team	10	30	37	17	7	40%	-6	+2	-2
<b>My team</b>									
:Strength of association with engagement									
B19. The people in my team can be relied upon to help when things get difficult in my job	33	54	8			87%	+4	+4 ◇	+2
B20. The people in my team work together to find ways to improve the service we provide	32	55	9			87%	+5	+9 ◇	+5 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	27	52	18			78%	0	+9 ◇	+4 ◇

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






	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>Learning and development</b>									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	13	48	27	8	4	61%	-10 ◇	+5 ◇	-2
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	41	29	9		58%	+12 ◇	+10 ◇	+5 ◇
B24. There are opportunities for me to develop my career in the Agency	10	29	30	21	10	39%	-4	+11 ◇	+3
B25. Learning and development activities I have completed while working for the Agency are helping me to develop my career	10	42	27	16	4	53%	+4	+11 ◇	+6 ◇
<b>Inclusion and fair treatment</b>									
 :Strength of association with engagement									
B26. I am treated fairly at work	25	60	10			85%	0	+7 ◇	+4 ◇
B27. I am treated with respect by the people I work with	32	51	13			83%	-5	-1	-4 ◇
B28. I feel valued for the work I do	25	49	20			75%	+1	+15 ◇	+10 ◇
B29. I think that the Agency respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	29	57	11			86%	+4	+15 ◇	+11 ◇

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





	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>Resources and workload</b>									
 :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	31	59	7			90%	+3	+8 ◇	+4 ◇
B31. I get the information I need to do my job well	21	54	16	8		75%	+5	+9 ◇	+5 ◇
B32. I have clear work objectives	20	61	13			82%	+1	+8 ◇	+3
B33. I have the skills I need to do my job effectively	29	63	7			93%	-1	+4 ◇	+2
B34. I have the tools I need to do my job effectively	19	54	14	12		73%	-5	+1	-3
B35. I have an acceptable workload	13	55	14	12	6	69%	0	+7 ◇	+2
B36. I achieve a good balance between my work life and my private life	26	48	16	6	5	73%	-2	+4 ◇	0
<b>Pay and benefits</b>									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	7	45	18	23	7	52%	-7	+14 ◇	+7 ◇
B38. I am satisfied with the total benefits package	11	43	30	11	6	54%	-12 ◇	+15 ◇	+8 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	37	27	17	13	44%	-13 ◇	+13 ◇	+5 ◇

# All questions by theme

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




	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>Leadership and managing change</b>									
 :Strength of association with engagement									
B40. I feel that the Agency as a whole is managed well	13	68	11	6		81%	+4	+40 ◇	+28 ◇
B41. Senior managers in the Agency are sufficiently visible	18	58	20			76%	+5	+31 ◇	+17 ◇
B42. I believe the actions of senior managers are consistent with the Agency's values	10	51	29	8		61%	+3	+21 ◇	+9 ◇
B43. I believe that the Management Board has a clear vision for the future of the Agency	11	57	28			68%	+3	+32 ◇	+21 ◇
B44. Overall, I have confidence in the decisions made by the Agency's senior managers	11	58	24	6		69%	0	+33 ◇	+21 ◇
B45. I feel that change is managed well in the Agency	4	50	35	9		54%	+10	+27 ◇	+15 ◇
B46. When changes are made in the Agency they are usually for the better	7	49	38	4		57%	+5	+33 ◇	+25 ◇
B47. The Agency keeps me informed about matters that affect me	11	61	17	9		72%	+4	+17 ◇	+10 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	8	50	23	15		58%	+11	+26 ◇	+19 ◇
B49. I think it is safe to challenge the way things are done in the Agency	14	53	20	9	4	66%	+12 ◇	+27 ◇	+19 ◇

# All questions by theme

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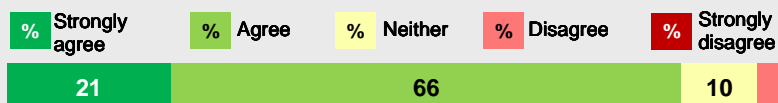
◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of the Agency	26	48	20	5		75%	+6	+20 ◇	+10 ◇
B51. I would recommend the Agency as a great place to work	27	49	19			76%	0	+35 ◇	+24 ◇
B52. I feel a strong personal attachment to the Agency	21	44	23	10		66%	+8	+19 ◇	+12 ◇
B53. The Agency inspires me to do the best in my job	13	51	27	7		64%	+2	+25 ◇	+16 ◇
B54. The Agency motivates me to help it achieve its objectives	11	47	32	7		58%	+1	+22 ◇	+13 ◇
<b>Taking action</b>									
B55. I believe that senior managers in the Agency will take action on the results from this survey	14	47	26	7	6	61%	+5	+23 ◇	+14 ◇
B56. I believe that managers where I work will take action on the results from this survey	12	45	27	11	5	57%	+3	+11 ◇	+4 ◇

# All questions by theme

## Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

<b>87%</b>	<b>2010 % Positive</b>
-4	Difference from previous survey
+4 ✧	Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

<b>77%</b>	<b>2010 % Yes</b>
-14 ✧	Difference from previous survey
-1	Difference from CS2010

## Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for the Agency?

Statement	%	Difference from previous survey	Difference from CS2010
I want to leave the Agency as soon as possible	2%	-1	-5
I want to leave the Agency within the next 12 months	7%	+2	-4
I want to stay working for the Agency for at least the next year	17%	-4	-9 ✧
I want to stay working for the Agency for at least the next three years	73%	+2	+18 ✧

## The Civil Service Code

Differences are based on '% Yes' score

Statement	% Yes	% No	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	77	23	+8	-4 ✧
E02. Are you aware of how to raise a concern under the Civil Service Code?	45	55	-3	-8 ✧
E03. Are you confident that if you raised a concern under the Civil Service Code in the Agency it would be investigated properly?	62	38	0	0

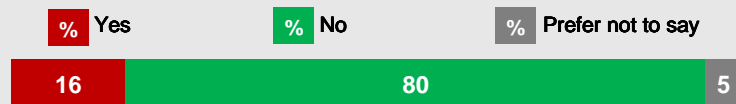
^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

# All questions by theme

## Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?

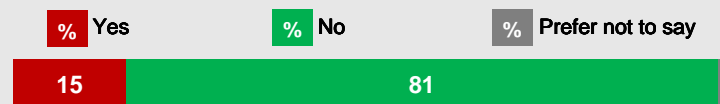


% Yes

12% Previous survey

10% CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



% Yes

12% Previous survey

10% CS2010

For respondents who selected 'Yes' to question F01.

F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

Ground	Response count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, payband or responsibility level	--
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

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

For respondents who selected 'Yes' to question F03.

F04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

Response	Response count
A colleague	--
Your manager	--
Another manager in your part of the Agency	--
Someone you manage	--
Someone who works for another part of the Agency	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

# Appendix

## Glossary of key terms

<b>% positive</b>	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> ).
<b>Previous survey</b>	Comparisons to the previous survey relate to the results from the 2009 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.
<b>CS2010</b>	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 Civil Service People Survey.
<b>CS High Performers</b>	For each question, this is the upper quartile score across all organisations that have taken part in the 2010 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: ✧

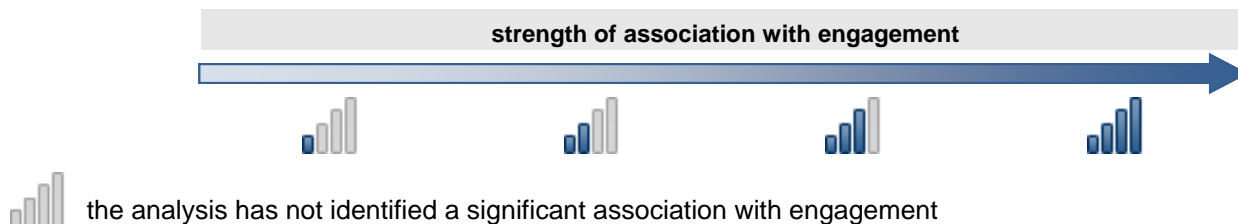
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



## Confidentiality

This survey was carried out as part of the 2010 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 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.