

## Total Reward Case Study

### Project

As part of the process of developing the Total Reward Toolkit, OPSR commissioned Hay Group to pilot the Hay/OPSR Engaged Performance® Diagnostic Questionnaire in four public sector organisations, using an internet-only version of the Questionnaire.

The Valuation Office Agency was one of the selected pilots. Hay was invited to survey 298 employees, located in 7 offices nationally.

### Summary

The VOA had the lowest response rate, the least favourable responses of the four pilot sites, and the least consistent responses. It is unclear whether the low responses are a function of the low response rate, or whether the low response rate is indicative of a generally low level of engagement and/or low levels of pay. Further research could focus on these questions.

### Detail

The Questionnaire contains 66 core questions, examining the extent to which the organisation demonstrates the six dimensions of the Engaged Performance® model. It also has seven demographic questions (which can be used for the segmenting of results), and a priority question, asking respondents to rate the three most important factors.

The particular strengths within VOA were:

- Level of support received from immediate colleagues (Quality of Work);
- Ability to express concerns at work (Inspiration/Values);
- Understanding of what is expected (Quality of Work).

The most unfavourable scores were for:

- Relationship between performance and pay (Tangible Rewards);
- Overall satisfaction with reward (Tangible Rewards);
- External competitiveness of pay (Tangible Rewards).

It should be noted that even though a question/dimension received an unfavourable score, it may not be a priority for change. For instance, it is a statement of fact that pay-for-performance does not exist in parts of the public sector (therefore producing a high unfavourable score), but it may be that employees do not want pay for performance (so it is not a priority). What would be of greater concern would be an unfavourable score where pay-for-performance is part of the reward strategy and policy.

The areas selected as priorities by employees were:

- Competitiveness of pay (69%);
- Incentives for high performance (22%);
- Learning and development beyond current role (20%)

## Learning Points

The main issues with the VOA was the low response rate (18% of the 298 eligible employees completed the questionnaire). Some of the reasons for this may be:

- there were initial problems with VOA employees receiving the on-line invitations to participate in the survey – the invitations were recorded as delivered by Hay Group, but were not received by VOA employees;
- to overcome this, Hay suggested the use of a 'kiosk' approach, where a dedicated PC was set up, and employees were given individual passwords and diarised invitations to complete the survey. Although Hay have obtained 80% participation rates using this method, it did not have the same impact at VOA;
- the timing of this survey (set by OPSR and Hay around the development of the Toolkit) was not ideal for VOA, which meant that the Pilot Sponsor may not have had sufficient time to devote to promoting the Diagnostic Questionnaire.