



Returns : 3,786

Response rate : 68%

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.





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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 | | 43% | +10 ✧ | 0 | -7 ✧ |
| My work | | 65% | +1 | -10 ✧ | -14 ✧ |
| My manager | | 72% | +2 ✧ | +4 ✧ | +1 |
| Pay and benefits | | 38% | +6 ✧ | +10 ✧ | +3 ✧ |
| Resources and workload | | 76% | -1 | +2 ✧ | -1 ✧ |
| Learning and development | | 49% | +4 ✧ | 0 | -6 ✧ |
| Organisational objectives and purpose | | 82% | +1 | -1 ✧ | -5 ✧ |
| My team | | 80% | +1 | 0 | -3 ✧ |
| Inclusion and fair treatment | | 75% | +1 | -1 ✧ | -4 ✧ |

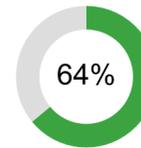


Strength of association with engagement

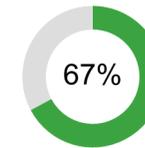


Statistically significant difference from comparison

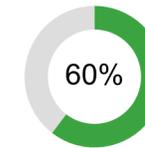
Wellbeing



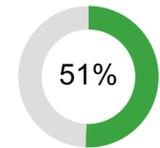
Overall, how satisfied are you with your life nowadays?



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



Overall, how happy did you feel yesterday?

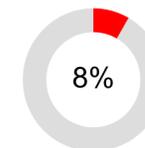


No or low anxiety yesterday

Discrimination, bullying and harassment

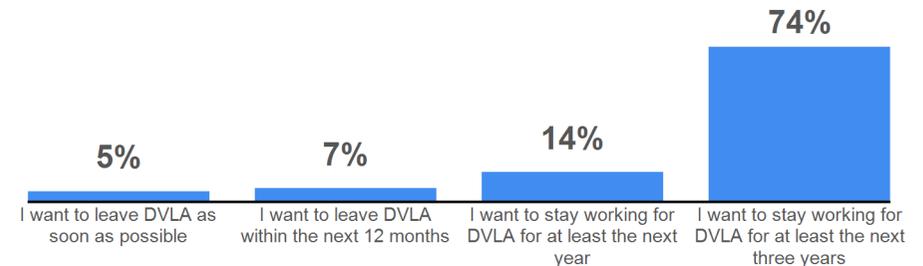


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





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All questions by theme

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^ indicates a variation in question wording from your previous survey

My work

65% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Table with 5 rows (B01-B05) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2014, Difference from CS High Performers.

Organisational objectives and purpose

82% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Table with 3 rows (B06-B08) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2014, Difference from CS High Performers.



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Civil Service People Survey 2014

All questions by theme

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My manager

72% +2 Difference from previous survey



Strength of association with engagement



% Positive, Difference from previous survey, Difference from CS2014, Difference from CS High Performers

Table with 10 rows (B09-B18) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2014, Difference from CS High Performers.

My team

80% +1 Difference from previous survey



Strength of association with engagement



% Positive, Difference from previous survey, Difference from CS2014, Difference from CS High Performers

Table with 3 rows (B19-B21) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2014, Difference from CS High Performers.



All questions by theme

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^ indicates a variation in question wording from your previous survey

Learning and development

49% +4

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 | 13 | 50 | 25 | 9 | | 63% | +2 ◆ | +1 ◆ | -4 ◆ |
| B23 | Learning and development activities I have completed in the past 12 months have helped to improve my performance | 11 | 32 | 41 | 12 | | 43% | +4 ◆ | -7 ◆ | -13 ◆ |
| B24 | There are opportunities for me to develop my career in DVLA | 12 | 38 | 26 | 15 | 9 | 50% | +4 ◆ | +8 ◆ | +1 ◆ |
| B25 | Learning and development activities I have completed while working for DVLA are helping me to develop my career | 10 | 31 | 37 | 15 | 7 | 41% | +3 ◆ | -2 ◆ | -8 ◆ |

Inclusion and fair treatment

75% +1

Difference from previous survey



Strength of association with engagement



| 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 | 26 | 53 | 12 | 6 | | 79% | +1 ◆ | 0 | -3 ◆ |
| B27 | I am treated with respect by the people I work with | 31 | 54 | 10 | | | 85% | 0 | +1 ◆ | -2 ◆ |
| B28 | I feel valued for the work I do | 19 | 41 | 22 | 12 | 5 | 61% | +1 | -4 ◆ | -9 ◆ |
| B29 | I think that DVLA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc) | 24 | 49 | 19 | 5 | | 73% | +2 ◆ | -1 | -5 ◆ |



All questions by theme

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Resources and workload **76%** -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 | 29 | 59 | 8 | 1 | 1 | 88% | 0 | +4 ◆ | +1 ◆ |
| B31 I get the information I need to do my job well | 18 | 52 | 18 | 10 | 2 | 70% | -1 | 0 | -4 ◆ |
| B32 I have clear work objectives | 20 | 54 | 14 | 8 | 4 | 74% | -1 | -1 ◆ | -5 ◆ |
| B33 I have the skills I need to do my job effectively | 28 | 59 | 9 | 1 | 1 | 87% | -1 | -2 ◆ | -4 ◆ |
| B34 I have the tools I need to do my job effectively | 20 | 53 | 14 | 10 | 1 | 73% | -2 ◆ | +1 ◆ | -3 ◆ |
| B35 I have an acceptable workload | 15 | 52 | 17 | 11 | 5 | 67% | -1 | +8 ◆ | +1 |
| B36 I achieve a good balance between my work life and my private life | 22 | 54 | 15 | 6 | 1 | 76% | +2 ◆ | +9 ◆ | +2 ◆ |

Pay and benefits

38% +6

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 |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B37 I feel that my pay adequately reflects my performance | 6 | 30 | 22 | 27 | 15 | 36% | +8 ◆ | +7 ◆ | 0 |
| B38 I am satisfied with the total benefits package | 7 | 34 | 28 | 19 | 10 | 42% | +4 ◆ | +10 ◆ | +2 ◆ |
| B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable | 7 | 27 | 21 | 26 | 18 | 35% | +8 ◆ | +10 ◆ | +3 ◆ |



All questions by theme

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Leadership and Managing Change

43% +10

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 DVLA as a whole is managed well | 8 | 43 | 29 | 15 | 5 | 50% | +13 ◆ | +5 ◆ | -6 ◆ |
| B41 Senior managers in DVLA are sufficiently visible | 10 | 41 | 24 | 18 | 8 | 51% | +11 ◆ | -2 ◆ | -12 ◆ |
| B42 I believe the actions of senior managers are consistent with DVLA's values | 8 | 35 | 37 | 13 | 6 | 43% | +10 ◆ | -4 ◆ | -13 ◆ |
| B43 I believe that the Executive Board has a clear vision for the future of DVLA | 10 | 41 | 38 | 7 | 4 | 51% | +17 ◆ | +6 ◆ | -2 ◆ |
| B44 Overall, I have confidence in the decisions made by DVLA's senior managers | 8 | 32 | 37 | 15 | 7 | 40% | +12 ◆ | -4 ◆ | -11 ◆ |
| B45 I feel that change is managed well in DVLA | 5 | 31 | 30 | 26 | 8 | 36% | +7 ◆ | +5 ◆ | -2 ◆ |
| B46 When changes are made in DVLA they are usually for the better | 5 | 31 | 37 | 20 | 6 | 37% | +13 ◆ | +7 ◆ | 0 |
| B47 DVLA keeps me informed about matters that affect me | 7 | 46 | 27 | 15 | 6 | 52% | +7 ◆ | -6 ◆ | -11 ◆ |
| B48 I have the opportunity to contribute my views before decisions are made that affect me | 5 | 25 | 30 | 28 | 12 | 30% | +3 ◆ | -5 ◆ | -13 ◆ |
| B49 I think it is safe to challenge the way things are done in DVLA | 6 | 33 | 32 | 20 | 10 | 39% | +4 ◆ | -2 ◆ | -9 ◆ |



All questions by theme

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Engagement

Table with 5 columns: Question ID, Response distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, Difference from previous survey, Difference from CS2014, Difference from CS High Performers. Rows include B50, B51, B52, B53, B54.

Taking action

Table with 5 columns: Question ID, Response distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, Difference from previous survey, Difference from CS2014, Difference from CS High Performers. Rows include B55, B56, B57.



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 | 29 | 60 | 7 | | | 89% | 0 | +1 ◆ | -1 ◆ |
| B59 I believe I would be supported if I try a new idea, even if it may not work | 17 | 47 | 23 | 10 | | 64% | -2 ◆ | -4 ◆ | -8 ◆ |
| B60 My performance is evaluated based on whether I get things done, rather than solely follow processes | 13 | 44 | 27 | 11 | | 57% | -1 | -8 ◆ | -13 ◆ |
| B61 When I talk about DVLA I say "we" rather than "they" | 17 | 44 | 25 | 11 | | 60% | +4 ◆ | -8 ◆ | -18 ◆ |
| B62 I have some really good friendships at work | 40 | 46 | 10 | | | 86% | -1 | +10 ◆ | +6 ◆ |



All questions by theme

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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.

Table with 4 rows (W01-W04) and 9 columns: Question, 0-4, 5-6, 7-8, 9-10, % Positive, Difference from previous survey, Difference from CS2014, Difference from CS High Performers.



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 DVLA?

| | | | Difference from previous survey | Difference from CS2014 | Difference from CS High Performers |
|---|--|-----|---------------------------------|------------------------|------------------------------------|
| I want to leave DVLA as soon as possible | | 5% | -2 ◇ | -2 ◇ | -5 ◇ |
| I want to leave DVLA within the next 12 months | | 7% | +1 | -7 ◇ | -11 ◇ |
| I want to stay working for DVLA for at least the next year | | 14% | +1 | -17 ◇ | -23 ◇ |
| I want to stay working for DVLA for at least the next three years | | 74% | +1 | +28 ◇ | +20 ◇ |

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? | | 20 | 80% | -2 ◇ | -9 ◇ | -13 ◇ |
| D02. Are you aware of how to raise a concern under the Civil Service Code? | | 41 | 59% | -3 ◇ | -5 ◇ | -12 ◇ |
| D03. Are you confident that if you raised a concern under the Civil Service Code in DVLA it would be investigated properly? | | 35 | 65% | +1 | -4 ◇ | -9 ◇ |

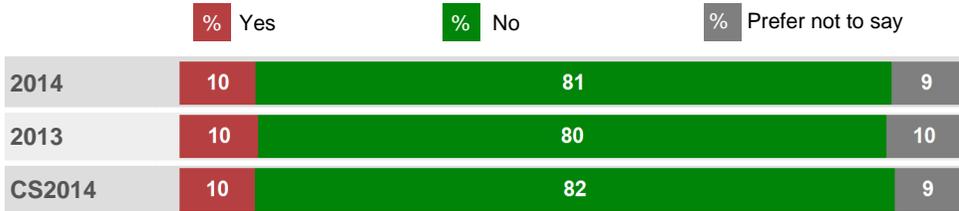


All questions by theme

◆ indicates statistically significant difference from comparison
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Discrimination, harassment and bullying

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



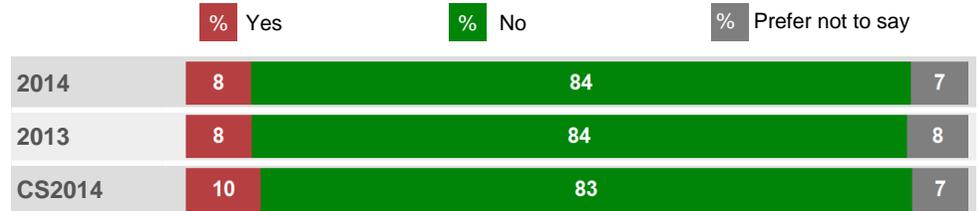
For respondents who selected 'Yes' to question E01.

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

| Ground | Response Count |
|--|----------------|
| Age | 46 |
| Caring responsibilities | 36 |
| Disability | 50 |
| Ethnic background | -- |
| Gender | 31 |
| Gender reassignment or perceived gender | -- |
| Grade, pay band or responsibility level | 86 |
| Main spoken/written language or language ability | -- |
| Religion or belief | -- |
| Sexual orientation | 14 |
| Social or educational background | 22 |
| Working location | 33 |
| Working pattern | 66 |
| Any other grounds | 108 |
| Prefer not to say | 46 |

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 | 127 |
| Your manager | 76 |
| Another manager in my part of DVLA | 72 |
| Someone you manage | 18 |
| Someone who works for another part of DVLA | 16 |
| A member of the public | 15 |
| Someone else | 13 |
| Prefer not to say | 44 |

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 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.