

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.





Returns : 2,986

Response rate : 68%

Civil Service People Survey 2015



Strength of association with engagement



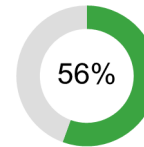
Statistically significant difference from comparison

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.

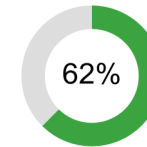
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		15%	-7	-28	-37
My work		57%	-5	-17	-21
My manager		53%	-6	-14	-18
Pay and benefits		18%	-5	-11	-18
Organisational objectives and purpose		53%	-10	-29	-33
Resources and workload		61%	-9	-12	-16
Learning and development		32%	-5	-17	-24
Inclusion and fair treatment		54%	-9	-20	-24
My team		68%	-2	-11	-15

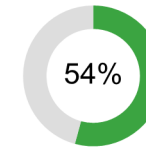
Wellbeing



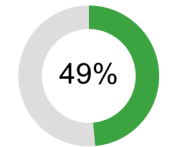
Overall, how satisfied are you with your life nowadays?



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

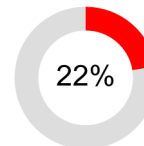


Overall, how happy did you feel yesterday?

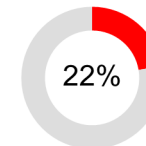


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

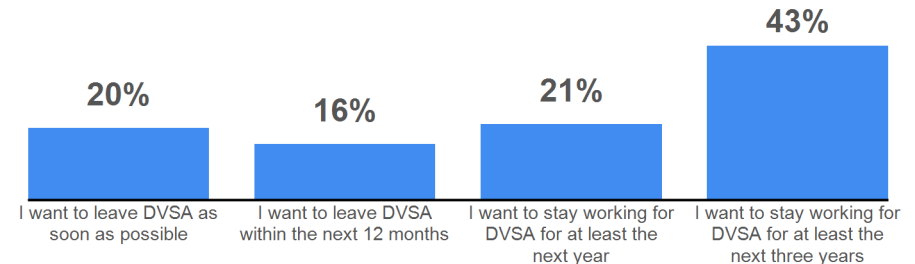


During the past 12 months have you personally experienced discrimination at work?



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

57% -5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	36	46	10			82%	-4 ◆	-7 ◆	-9 ◆
B02 I am sufficiently challenged by my work	25	45	14	11	5	70%	-3 ◆	-9 ◆	-13 ◆
B03 My work gives me a sense of personal accomplishment	21	42	16	12	10	63%	-6 ◆	-13 ◆	-16 ◆
B04 I feel involved in the decisions that affect my work	9	21	16	22	32	29%	-6 ◆	-26 ◆	-34 ◆
B05 I have a choice in deciding how I do my work	12	30	16	17	25	42%	-7 ◆	-31 ◆	-37 ◆

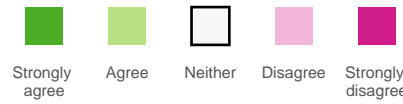
Organisational objectives and purpose

53% -10

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of DVSA's purpose	16	40	16	14	15	56%	-10 ◆	-29 ◆	-33 ◆
B07 I have a clear understanding of DVSA's objectives	13	36	18	17	17	49%	-9 ◆	-31 ◆	-36 ◆
B08 I understand how my work contributes to DVSA's objectives	16	40	19	13	13	56%	-11 ◆	-27 ◆	-31 ◆



All questions by theme

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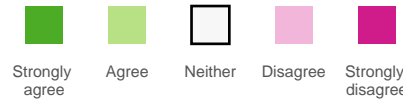
My manager

53% -6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	16	36	21	14	12	52%	-6 ◆	-16 ◆	-20 ◆
B10	My manager is considerate of my life outside work	27	41	16	7	9	68%	-3 ◆	-14 ◆	-17 ◆
B11	My manager is open to my ideas	22	42	19	9	8	64%	-5 ◆	-17 ◆	-21 ◆
B12	My manager helps me to understand how I contribute to DVSA's objectives	14	34	29	13	11	48%	-6 ◆	-16 ◆	-20 ◆
B13	Overall, I have confidence in the decisions made by my manager	19	35	22	11	13	54%	-7 ◆	-19 ◆	-23 ◆
B14	My manager recognises when I have done my job well	22	44	17	9	8	66%	-4 ◆	-12 ◆	-15 ◆
B15	I receive regular feedback on my performance	15	39	22	14	10	54%	-8 ◆	-13 ◆	-16 ◆
B16	The feedback I receive helps me to improve my performance	14	33	28	14	11	47%	-7 ◆	-14 ◆	-18 ◆
B17	I think that my performance is evaluated fairly	13	36	24	14	13	49%	-7 ◆	-14 ◆	-19 ◆
B18	Poor performance is dealt with effectively in my team	7	25	36	16	17	31%	-6 ◆	-8 ◆	-12 ◆

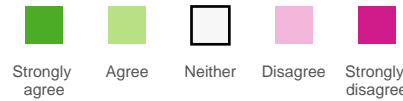
My team

68% -2

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 CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	33	46	12	6	3	79%	0	-5 ◆	-7 ◆
B20	The people in my team work together to find ways to improve the service we provide	29	43	17	8	3	72%	-2 ◆	-8 ◆	-12 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	19	34	23	14	10	53%	-4 ◆	-21 ◆	-25 ◆



All questions by theme

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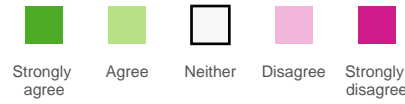
Learning and development

32% -5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	7	36	26	19	12	44%	-6 ◆	-19 ◆	-24 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	24	31	21	16	31%	-4 ◆	-21 ◆	-27 ◆
B24	There are opportunities for me to develop my career in DVSA	6	21	23	23	28	26%	-3 ◆	-15 ◆	-23 ◆
B25	Learning and development activities I have completed while working for DVSA are helping me to develop my career	6	21	30	22	22	27%	-5 ◆	-17 ◆	-23 ◆

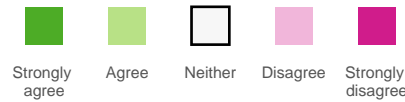
Inclusion and fair treatment

54% -9

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	15	42	17	12	13	57%	-10 ◆	-21 ◆	-24 ◆
B27	I am treated with respect by the people I work with	24	54	13	5		78%	-2 ◆	-7 ◆	-9 ◆
B28	I feel valued for the work I do	11	28	19	19	24	38%	-9 ◆	-25 ◆	-31 ◆
B29	I think that DVSA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	12	32	28	12	16	44%	-13 ◆	-29 ◆	-34 ◆



All questions by theme

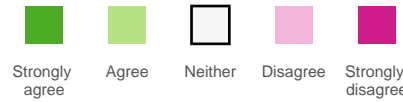
◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

Resources and workload **61%** -9

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	19	55	14	7	7	75%	-7 ◆	-9 ◆	-11 ◆
B31 I get the information I need to do my job well	10	39	23	18	9	49%	-9 ◆	-20 ◆	-24 ◆
B32 I have clear work objectives	14	49	20	10	7	63%	-11 ◆	-13 ◆	-17 ◆
B33 I have the skills I need to do my job effectively	28	54	11	7	0	82%	-4 ◆	-6 ◆	-8 ◆
B34 I have the tools I need to do my job effectively	14	40	18	17	11	54%	-6 ◆	-15 ◆	-20 ◆
B35 I have an acceptable workload	8	39	21	18	14	47%	-12 ◆	-12 ◆	-17 ◆
B36 I achieve a good balance between my work life and my private life	13	43	22	12	11	55%	-12 ◆	-11 ◆	-16 ◆

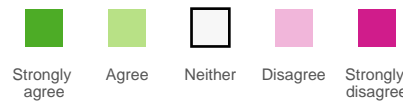
Pay and benefits

18% -5

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	16	15	26	40	0	19%	-5 ◆	-13 ◆	-18 ◆
B38 I am satisfied with the total benefits package	17	20	24	37	0	19%	-6 ◆	-14 ◆	-20 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	14	18	24	41	0	17%	-4 ◆	-8 ◆	-15 ◆



All questions by theme

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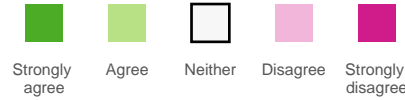
Leadership and managing change

15% -7

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that DVSA as a whole is managed well	12	19	24	43	13%	-8 ◆	-32 ◆	-43 ◆	
B41 Senior managers (Directors, G6s and G7s) in DVSA are sufficiently visible	13	18	23	43	16%	-7 ◆	-37 ◆	-50 ◆	
B42 I believe the actions of senior managers (Directors, G6s and G7s) are consistent with DVSA's values	12	30	20	36	14%	-7 ◆	-31 ◆	-42 ◆	
B43 I believe that the Board has a clear vision for the future of DVSA	13	29	18	36	18%	-8 ◆	-25 ◆	-36 ◆	
B44 Overall, I have confidence in the decisions made by DVSA's senior managers (Directors, G6s and G7s)	10	21	22	45	12%	-6 ◆	-30 ◆	-40 ◆	
B45 I feel that change is managed well in DVSA	8	17	28	45	10%	-8 ◆	-20 ◆	-29 ◆	
B46 When changes are made in DVSA they are usually for the better	9	22	25	43	10%	-4 ◆	-17 ◆	-25 ◆	
B47 DVSA keeps me informed about matters that affect me	24	25	22	26	27%	-12 ◆	-29 ◆	-37 ◆	
B48 I have the opportunity to contribute my views before decisions are made that affect me	12	19	25	42	14%	-4 ◆	-22 ◆	-31 ◆	
B49 I think it is safe to challenge the way things are done in DVSA	14	23	23	39	16%	-5 ◆	-25 ◆	-34 ◆	



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of DVSA	9	24	32	19	16	33%	-8 ◆	-25 ◆	-34 ◆
B51 I would recommend DVSA as a great place to work	5	16	29	23	27	21%	-9 ◆	-26 ◆	-38 ◆
B52 I feel a strong personal attachment to DVSA	8	19	28	22	23	27%	-7 ◆	-20 ◆	-26 ◆
B53 DVSA inspires me to do the best in my job	6	16	29	23	26	22%	-7 ◆	-22 ◆	-29 ◆
B54 DVSA motivates me to help it achieve its objectives	5	14	29	24	29	19%	-7 ◆	-23 ◆	-30 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior managers (Directors, G6s and G7s) in DVSA will take action on the results from this survey	13	19	21	44	16%	-6 ◆	-27 ◆	-39 ◆	
B56 I believe that managers where I work will take action on the results from this survey	8	25	22	17	28	34%	-7 ◆	-22 ◆	-29 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	5	13	27	21	34	18%	-7 ◆	-16 ◆	-25 ◆



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	24	51	12	7	6	75%	-5 ◆	-12 ◆	-14 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	11	33	26	18	11	45%	-6 ◆	-23 ◆	-28 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	9	34	32	14	11	44%	-5 ◆	-21 ◆	-26 ◆
B61 When I talk about DVSA I say "we" rather than "they"	12	27	25	17	19	39%	-8 ◆	-31 ◆	-39 ◆
B62 I have some really good friendships at work	31	46	16			77%	-1	+2 ◆	-2 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	15	38	24	12	11	53%	--	-14 ◆	-18 ◆
B64 Senior managers (Directors, G6s and G7s) inspire people across DVSA to do their best	10	24	24	39		13%	--	-25 ◆	-34 ◆
B65 My manager leads our team with confidence	16	38	22	12	11	54%	--	-16 ◆	-22 ◆
B66 Senior managers (Directors, G6s and G7s) lead DVSA with confidence	13	29	20	34		16%	--	-31 ◆	-41 ◆
B67 My manager empowers me to do my job effectively	15	40	25	9	11	55%	--	-17 ◆	-20 ◆
B68 DVSA's senior managers (Directors, G6s and G7s) empower teams to deliver	11	32	21	34		14%	--	-26 ◆	-34 ◆
B69 Senior managers (Directors, G6s and G7s) in DVSA actively role model the behaviours set out in the Civil Service Leadership Statement	10	40	17	31		12%	--	-23 ◆	-31 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	11	31	36	9	13	42%	--	-15 ◆	-20 ◆



All questions by theme

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Wellbeing



Unlike the questions B01-B70 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.

W01 Overall, how satisfied are you with your life nowadays?	22	23	39	16	56%	-4 ◆	-10 ◆	-13 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	17	21	40	23	62%	-6 ◆	-9 ◆	-12 ◆
W03 Overall, how happy did you feel yesterday?	26	20	32	22	54%	-5 ◆	-8 ◆	-11 ◆

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



W04 Overall, how anxious did you feel yesterday?	27	21	19	32	49%	-2	-1 ◆	-4 ◆
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All questions by theme

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Your plans for the future

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

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave DVSA as soon as possible		20%	+9 ◇	+12 ◇	+9 ◇
I want to leave DVSA within the next 12 months		16%	+3 ◇	0	-4 ◇
I want to stay working for DVSA for at least the next year		21%	-1	-11 ◇	-17 ◇
I want to stay working for DVSA for at least the next three years		43%	-11 ◇	0	-8 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		12	88%	0	-3 ◇	-6 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	-1	0	-6 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DVSA it would be investigated properly?		59	41%	-12 ◇	-27 ◇	-32 ◇

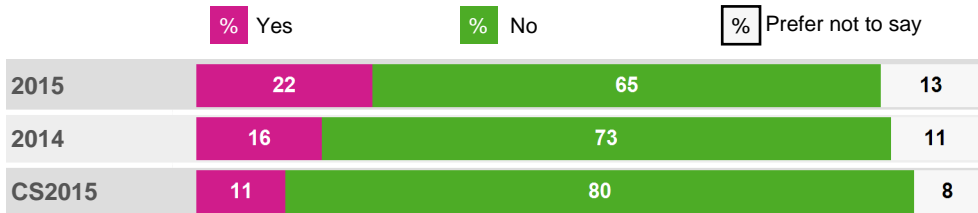


All questions by theme

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Discrimination, harassment and bullying

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



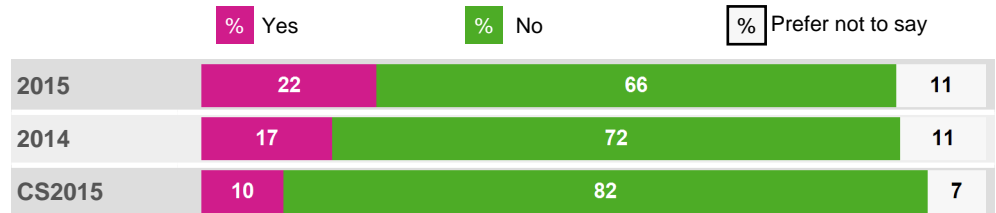
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	82
Caring responsibilities	96
Disability	90
Ethnic background	65
Gender	87
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	164
Main spoken/written language or language ability	39
Religion or belief	35
Sexual orientation	40
Social or educational background	34
Working location	144
Working pattern	212
Any other grounds	186
Prefer not to say	86

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	152
Your manager	193
Another manager in my part of DVSA	245
Someone you manage	27
Someone who works for another part of DVSA	85
A member of the public	92
Someone else	28
Prefer not to say	88



All questions by theme

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Driver and Vehicle Standards Agency questions

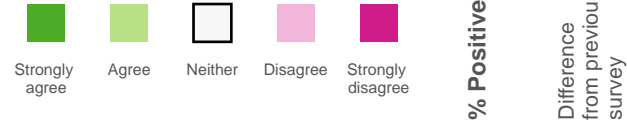
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	Learning and development activities I have completed in the last 12 months have been of a good quality	6	33	33	16	11	40%	--
F02	It is my responsibility to ensure my ongoing continual professional development	13	55	24	5		68%	--
F03	I have been able to access a variety of different ways to improve myself over the last 12 months	6	30	33	20	11	36%	--
F04	I would feel confident to challenge unacceptable behaviour if I experienced or witnessed it happening	15	44	17	14	10	60%	-1
F05	I would feel able to report any discrimination, bullying or harassment without worrying that it would have a negative impact on me	14	36	18	18	14	50%	0
F06	I am aware of the DVSA staff network groups	8	36	24	21	11	44%	--
F07	I have agreed objectives which define what I do (activities) and how I do it (behaviours)	10	49	26	9	6	59%	-7 ◆
F08	My team has access to information which helps us understand the quality of service we provide our customers	8	40	30	13	8	49%	--
F09	My team talk about how we could improve the service we provide our customers	13	41	24	13	9	54%	--
F10	My team have regular meetings (at least once a quarter)	19	47	12	10	12	66%	-11 ◆
F11	My manager keeps me informed of changes within the organisation	15	47	19	10	8	62%	--
F12	Senior managers (Directors, G6s and G7s) in my area are open to feedback	5	16	31	18	29	21%	--
F13	My views were taken into account in putting together our local action plan based on last year's survey results	6	17	37	16	25	23%	--



All questions by theme

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

Driver and Vehicle Standards Agency questions



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	Positive actions have taken place as a result of my team's survey action plan	13	37		18	28	17%	--



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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.